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ABSTRACT

This flyer and kit were developed by the Systems and Procedures Exchange Center (SPEC) of the Association of Research Libraries (ARL) to examples job descriptions used by academic and research libraries and present examples from various libraries. Job descriptions serve a variety of purposes in personnel management. In addition, current and accurate job descriptions should provide important elements of compliance with the Americans with Disabilities Act. A spring 1993 survey on librarian job/position descriptions mailed to 119 members of ARL was answered by 73 respondents. Most considered their job descriptions very or mostly accurate. Job descriptions are used for a variety of purposes, including selection and as part of the performance rating system. Part 1 of this kit contains job/position descriptions for Brown University, the Center for Research Libraries, Massachusetts Institute for Technology, Pennsylvania State University, and the University of Rochester. In Part 2, job/position descriptions and annual reviews and evaluations from the University of California at Riverside and University of Texas at Austin are presented. Part 3 contains samples of job/position descriptions for Auburn University, University of British Columbia, University of Colorado, University of Georgia, Indiana University, Kent State University, McMaster University, and University of Michigan. A list of five selected readings is included. (SLD)

SPEC

SYSTEMS AND PROCEDURES EXCHANGE CENTER

Kit 194

Librarian Job Descriptions in ARL Libraries

ED 364 231

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ASSOCIATION OF RESEARCH LIBRARIES

OFFICE OF MANAGEMENT SERVICES

SYSTEMS AND PROCEDURES EXCHANGE CENTER

Flyer 194

Librarian Job Descriptions in ARL Libraries

July 1993

INTRODUCTION

Maintaining accurate and current job or position descriptions in today's environment of rapid technological change and increased demand for professional and managerial flexibility represents a challenge for both libraries and librarians. Job descriptions serve a variety of purposes in organizations including the communication of primary responsibilities and specific duties to the employee. As a personnel management tool, these documents reflect the goals and objectives of the organization and provide a framework for recruitment, equal employment opportunity, compensation, management and supervision of human resources, training and career development, and organizational and personal goal setting.

While the formats, writing style, content, and detail of job/position descriptions vary tremendously from library to library, many include similar elements such as title, primary responsibilities, specific duties, qualifications, reporting relationships, and performance standards or specifications. An accurate and detailed job/position description is an increasingly crucial component of the effective use of valuable human resources in libraries and other organizations.

In addition to the obvious organizational benefits, the 1990 Americans with Disabilities Act (ADA), Public Law 101-336, represents the first comprehensive civil rights law protecting individuals with disabilities and was designed to "remove barriers which prevent qualified individuals with disabilities from enjoying the same employment opportunities that are available to persons without disabilities" [ADA Handbook, I-1]. Current, accurate, written job/position descriptions outlining qualifications and "essential functions" of all library positions should provide one of the most important elements of compliance with the Americans with Disabilities Act for academic libraries and their parent institutions.

SURVEY RESULTS

In Spring 1993, a survey on librarian job/position descriptions was mailed to 119 members of the Association of Research Libraries (ARL) by the ARL Office of Management Services. Seventy-three responses were received, a 61 percent response rate. The survey asked questions about the currency and accuracy, writing and review process, uses of descriptions in the recruitment and interviewing process, and content and detail of the job/position descriptions. Samples of job/position descriptions for non-supervisory, supervisory, and administrative or specialized positions were requested. Based on the responses and comments to the survey, there is no discernable uniform model for devising or describing academic librarian duties and responsibilities.

According to the survey responses, 85 percent of the respondents felt their job/position descriptions were "very" or "mostly" accurate, with most respondents reviewing and updating descriptions annually or as needed. Faculty status, in many cases, negates the use of job descriptions. One current position description submitted addressed the requirements of the Americans with Disabilities Act.

Development and Review. According to the survey results, responsibility for defining and writing job/position descriptions is not necessarily

that of the human resources or personnel departments, but is usually held by the individual holding the position and the department head or supervisor. The descriptions are written by the librarian and the department head or supervisor together in 50 percent of the libraries surveyed, and by the department head or supervisor alone in 22 percent of those surveyed. Review and updating of descriptions is done by the librarian and the department head or supervisor in 38 percent of the libraries surveyed, and by the department head or supervisor alone in 36 percent of those surveyed.

Format and Components. Among ARL libraries surveyed, job/position descriptions vary from a simple position vacancy announcement to a basic outline of duties and responsibilities to a more structured and detailed job and position description. According to the results, 89 percent include the purpose of the position; 75 percent include the day-to-day responsibilities; 74 percent include the basic competencies required; 73 percent include the special competencies required; 65 percent include the experience and education required; and 65 percent include where the position fits into the department.

In addition, supervisory job descriptions often include: training responsibilities (64 percent); work review and revision (63 percent); hiring and firing responsibilities (61 percent); and staff performance appraisal duties (59 percent).

Vacancy Announcements. Position vacancy announcements, a common format for the recruiting and hiring process, are frequently the only official job/position description available and may reflect generic duties of the rank more than the specific duties of the job/position. A majority (86%) of respondents indicated the description is used in the interview process, and 60 percent give potential candidates a copy of the current and complete job/position description.

Additional Uses. The uses of job/position descriptions varies and includes: use in the performance appraisal process (81 percent); use in setting individual goals (77 percent); use in encouraging professional development (72 percent); use in substantiating performance problems (70 percent); use as part of promotion and tenure process (65 percent); use in establishing communication (63 percent); use in training new employees (61 percent); use in conducting job analysis (60 percent); and use in establishing departmental goals (47 percent).

ISSUES AND TRENDS

Library administrators, managers and librarians appear to be looking past the structured organizational chart and traditional public and technical service responsibilities and reviewing job/position descriptions (1) when position vacancies occur; (2) when new service offerings create the need for new or redefined positions; and (3) as a part of the annual performance appraisal/evaluation process.

Regardless of the other uses of job/position descriptions in academic libraries, the ADA will continue to make a strong case for libraries to develop job/position descriptions that detail qualifications, the "essential functions" or basic duties for all positions, and a mechanism that ensures all job descriptions are reviewed and updated on a regular basis.

Research library organizations will continue to evolve in response to the challenges of an abundance of information technology coupled with a shortage of economic resources. Careful assessment and management of human resources will be critical in this dynamic environment. Specific methods for conducting needs assessment and job analysis in libraries will be needed. The evolution and implications of faculty status vis a vis librarian job/position descriptions, duties, and attitudes as well as the effect of unionization or bargaining groups on design of job/position descriptions will continue to be important issues.

This Kit and Flyer was compiled by Tom H. Ray, Head, Adaptive Cataloging, Louisiana State University, and Pat Hawthorne, Administrative Projects Librarian, University of Texas Health Science Center at San Antonio, and was prepared as part of the OMS Collaborative Research/Writing Program.

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SYSTEMS AND PROCEDURES EXCHANGE CENTER

Librarian Job Descriptions in ARL Libraries

A SPEC Kit compiled by

Tom H. Ray
Louisiana State University

and

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July 1993

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SYSTEMS AND PROCEDURES EXCHANGE CENTER

Kit 194

Librarian Job Descriptions in ARL Libraries

July 1993

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SYSTEMS AND PROCEDURES EXCHANGE CENTER

SURVEY RESULTS

ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT SERVICES
1527 New Hampshire Avenue, N.W., Washington, D.C. 20036
202-232-8656 FAX 202-462-7849

TO: SPEC Liaisons

FROM: C. Brigid Welch, Program Officer for Information Services
Tom Ray, Louisiana State University Libraries
Pat Hawthorne, University of Texas Health Science Center at San Antonio Library

DATE: 23 February 1993

SUBJ: SPEC Survey and Call for Documents on Librarian Job Descriptions

NOTE: **Please route to your library's personnel librarian**

This SPEC survey seeks to gather information on the status and use of librarian job descriptions in ARL libraries. It is designed to capture background information on the currency, content, and use of librarian job/position descriptions. A SPEC Kit featuring responses and documentation from institutions responding to this survey will be available later in 1993.

In addition, we are asking for sample documentation from ARL libraries of the following:

- policy statement(s) or policy manual on job descriptions
- standard job/position form(s) or format(s)--please submit one blank copy.
- If job descriptions exist only as part of an annual performance evaluation, please submit one copy of the relevant forms and include a brief description of the process and procedures.
- If each position description is unique (whether in process, outline summary or other format), please submit one of each of the following:
  - --one example of a non-supervisory position description
  - --one example of supervisory position description
  - - one example of an administrative or specialized position description.

If you have questions, contact Tom H. Ray, Assistant Librarian, University Libraries, Louisiana State University, Baton Rouge, LA 70803. Phone: 504-388-2359 Fax: 504-388-6992 Bitnet: notthr@lsuvm.

Please return this survey and documents to Tom Ray by **March 31, 1993**. Thank you for your assistance.

SPEC SURVEY--LIBRARIAN JOB DESCRIPTIONS

Name:_____ Title:_____

Library:_____ Telephone:_____ Email:_____
NOTE: If your library has devised a unique approach to job/position descriptions, their content or use, please give a brief explanation of your procedure/process at the end of the survey.

1. In your opinion, are librarian job/position descriptions in your library:
   21 very accurate 40 mostly accurate 11 somewhat accurate

2. Are job/position descriptions reviewed and/or updated:
   25 annually 10 for new positions only 3 for new duties only 43 as needed

3. Is the review and/or update of librarian job/position descriptions the same for tenured and non-tenured positions?
   32 not applicable 35 yes 5 no (Briefly explain:) SEE ATTACHED COMMENTS

4. Who reviews and/or updates job/position descriptions?
   6 librarian in the position
   22 department head/supervisor
   48 librarian and department head/supervisor
   22 other _____

5. Who writes new job/position descriptions?
   5 librarian in the position
   31 department head/supervisor
   32 librarian and department head/supervisor
   17 other _____

6. Are job/position descriptions used as part of the interview process?
   61 yes 10 no

7. Are position vacancy announcements considered to be a job/position description and used as such?
   42 yes 28 no

8. Are prospective candidates given a current and complete job/position description during an interview?
   48 yes 24 no

9. Are job/position descriptions used during performance appraisals?
   54 yes 13 no

10. Are job/position descriptions used to :

	YES	NO
conduct job analysis	42	28
establish communication	43	25
establish departmental priorities	33	37
set individual goals	54	16
encourage professional development	54	21
train new employees	43	27
substantiate performance problems	49	21

11. How important is a job/position description in the review process for promotion and/or tenure?
    17 very important 30 somewhat important 15 not very important 10 not applicable

12. Are current job/position descriptions in your library:
    9 very detailed 39 somewhat detailed 24 primarily a summary of basic duties

13. Are duties prioritized by designating percentages of work time required?
    19 yes 54 no

14. Do job/position descriptions clearly describe a librarian's reporting relationships?
    58 yes 11 no

15. Are performance standards included in the job/position description?
    4 yes 66 no

16. Do job/position descriptions specify:

	YES	NO
purpose of the position	63	8
where the position fits into the department as a whole	46	25
basic competencies required	52	18
special competencies required	52	19
experience or education required	46	25
day-to-day responsibilities	53	18

17. Do supervisory job/position descriptions specify:

	YES	NO
hiring and/or termination responsibilities	43	27
training responsibilities	47	27
work review or revision	42	25
staff performance appraisal	41	29
staff counseling or discipline	27	43

18. Does your library maintain a current policy statement or manual on job/position descriptions?
18 yes 51 no

19. Are job/position descriptions used within the library presented in the same form or format as required by the university or state?

30 yes 16 no 24 not applicable (Briefly explain:) SEE ATTACHED COMMENTS

20. Please share additional comments about librarian job/position descriptions in your library below.

SEE ATTACHED COMMENTS

Please return your completed survey and any appropriate documentation by **31 March 1993** to: Tom H. Ray, Assistant Librarian University Libraries, Louisiana State University, Baton Rouge, LA 70803. Phone: 504-388-2359 Fax: 504-388-6992 Bitnet: notthr@lsuvm.

Explanations and comments to survey questions 3, 19, 20

QUESTION #3: Is the review and/or update of librarian job/position descriptions the same for tenured and non-tenured positions?

COMMENTS:

"We don't have tenured employees. The [library] system uses 'career status.'"

"There is a special review process for librarians moving from probationary to permanent status but it depends more on work done to comply with faculty association standards than on specific job descriptions."

"Non-tenured updated and included in each term renewal review, minimally. Tenured updated as needed."

"Untenured positions are reviewed on a more formal basis with the librarian who has an appointment with the Dean and Director to thoroughly review accomplishments for the past year and goals for the future. Librarians who have tenure usually only meet with their department head."

"The cataloger job description is our most recent description and has a column containing "N" and "E" to be in compliance with the ADA requirements."

QUESTION #19: Are job/position descriptions used within the library presented in the same form or format as required by the university or state?

COMMENTS:

"Library has latitude to develop its own position descriptions without following a prescribed format."

The University and State do not require position descriptions for library faculty positions. (17 responses)

"Campus wide study underway which should result in consistent format required."

"Job descriptions are library specific."

QUESTION #20: Please share additional comments about librarian job/position descriptions in your library.

COMMENTS:

"We use position descriptions only when we are recruiting to fill a vacancy. They are seldom ever referred to again once a new employee has started. We will be creating a "Statement of Major Responsibilities" for each person and position to be used in a goals-based evaluation system in the near future."

"I wish to emphasize that our librarians would object strenuously to the term "job description." They create, in consultation with their review initiators, Statements of Responsibility. This is an entirely different kind of document than the job descriptions tied to SKAs that our staff receive. I had difficulty responding to your questionnaire because the terminology is very "staff-like," and does not mirror terminology we use for our academic appointees."

"We have occasionally discussed position descriptions but have never followed through with a systematic plan. Position descriptions are limited to job announcements and are only updated at that time."

"The University Libraries do not utilize official position descriptions for the library faculty positions. The position vacancy announcement provides a brief summary of the major responsibilities assigned to the position. It also includes the reporting line, required qualifications, and a brief description of the type of appointment. This is the only document which describes position duties."

"Used also to classify/reclassify position classification. Have been used for pay equity."

"Tough to keep current!"

"...Since they have faculty status, job descriptions are rejected by many (librarians)."

"Position descriptions are very specialized with respect to function and subject matter--there are very few generic ones."

"Job descriptions begin as the job vacancy notice and are revised annually as part of the evaluation process. We must also submit to the university's Personnel Department a Personnel Requisition when we submit the job vacancy notice."

"The University's form (Position Content Document) is used to classify positions and is considered by the university to be the official job description. The library has its own job description form."

"Positions are classified by a joint Library Administration-Librarian Committee. This Committee has resisted the trend towards greater detail, as noted in the Position Accountability Statement guideline, established by the Committee in May, 1991."

"Each level of librarian position is covered by a generic position description which is detailed as far as the type of responsibilities characteristic for the level. Specific position descriptions aren't written except for posting announcements at times of vacancy recruitment. Performance evaluations are used in part to recognize major shifts in assignment."

"Position descriptions/announcements are as inclusive and relevant as possible and provide a realistic position preview."

"The emphasis on this changes with directors. The timeliness of evaluations changes with directors."

"Each librarian has two job descriptions: A university generic classification description (Librarian I, II, III) and a [library] functional job description. Librarians are classified by the three university descriptions but are identified by their functional responsibilities. The university classification descriptions have been under review for a number of years and do not reflect accurately the generic responsibilities in this fast-changing world of automated information resources."

"We have two types of job descriptions. The first is part of the performance appraisal form. The second, more detailed, is used for job classification. We have a combined rank/classification system, with the librarians being able to progress through ranks 1-3 through promotions. Ranks 4-7 are restricted, mostly to appointment to managerial positions."

SYSTEMS AND PROCEDURES EXCHANGE CENTER

JOB/POSITION DESCRIPTIONS

Part One: Standardized Job/Position Descriptions

Five ARL libraries provided samples of job/position descriptions indicative of the variety of formats. Three institutions--Center for Research Libraries, Massachusetts Institute of Technology, and University of Rochester Libraries--use formats which vary in terms of length, content, amount of detail and arrangement.

1. The Center for Research Libraries provided both a blank form and samples of job/position descriptions which includes six specific sections in a structured format.

2. Massachusetts Institute of Technology provided a University "Position Description" form which can be used to detail information on the position in eight major areas. The two samples provided show how the University form is used to develop a "Classification Description."

3. The University of Rochester Libraries provides a detailed, standardized job description form which indicates both the percentage of time assigned for specific duties and the assigned priority.

Two additional ARL libraries provided unique documents from the University which are useful in gathering analytical information about specific positions.

1. Brown University uses a "Position Content Document" which details major responsibilities, working relationships, problems and challenges, quantitative data, decision making and organizational relationships. This document could be useful to libraries developing job/positions descriptions and to individuals interested in analyzing their own descriptions within libraries and universities.

2. The University of Pennsylvania's Human Resources Office provides a guide and "Position Description" Form for use by the Library and other University units. Samples of non-supervisory, and administrative/specialized positions provided by the University Libraries shows the relationship to the University documents.

Brown University Library
PROFESSIONAL POSITION

POSITION TITLE:

REPORTS TO:

SUMMARY:

POSITION FUNCTIONS:

POSITION CONTENT DOCUMENT

BROWN UNIVERSITY

Position Title	Name of Incumbent	Date Prepared
Department	Building & Box No.	Telephone
Supervisor's Title	Supervisor's Name	Your Time in Position
Approved By (signatures)		Prepared By:
Incumbent:	Supervisor:	

1. POSITION SUMMARY

Briefly state in one or two sentences the primary purpose of your position in terms of how your job contributes to the accomplishment of your department's objectives.

2. WORKING RELATIONSHIPS

List the individuals, departments and organizations with which you have the most frequent contact. This should include contacts both inside and outside your department and the University; including involvement with committees or associations. Briefly describe the nature or purpose of those contacts.

	MOST FREQUENT CONTACTS	NATURE OF PURPOSE OF CONTACT
Within the University		
Outside the University		

3. MAJOR RESPONSIBILITY AREAS

In the space below, list the major things you are responsible for in your job (Major Responsibility Areas), the percent of time devoted to each, examples of specific actions you take in carrying out those responsibilities (Supporting Actions and Examples) and indicators of how well you are doing in these areas (Ways to Measure Accomplishments). **After** you have done this, please indicate the order of importance of these responsibility areas.

Importance	Major Responsibility Area	% of Total Job	Supporting Actions and Examples	Ways to Measure Accomplishments in Responsibility Area

4. PROBLEMS AND CHALLENGES

Describe the most difficult types of problems or the major challenges you face in performing your job. Use examples whenever possible.

5. QUANTITATIVE DATA

(a) Total Employees Supervised

Directly: Exempt _____ Nonexempt _____

Indirectly: Exempt _____ Nonexempt _____

(b) Budget Effected (in Annual Dollars)

Directly: $ _____ budget of _____ Dept.

Indirectly: $ _____ budget of _____ Dept.

(c) Other Relevant Dimensions:

_____ _____

_____ _____

6. DECISION MAKING

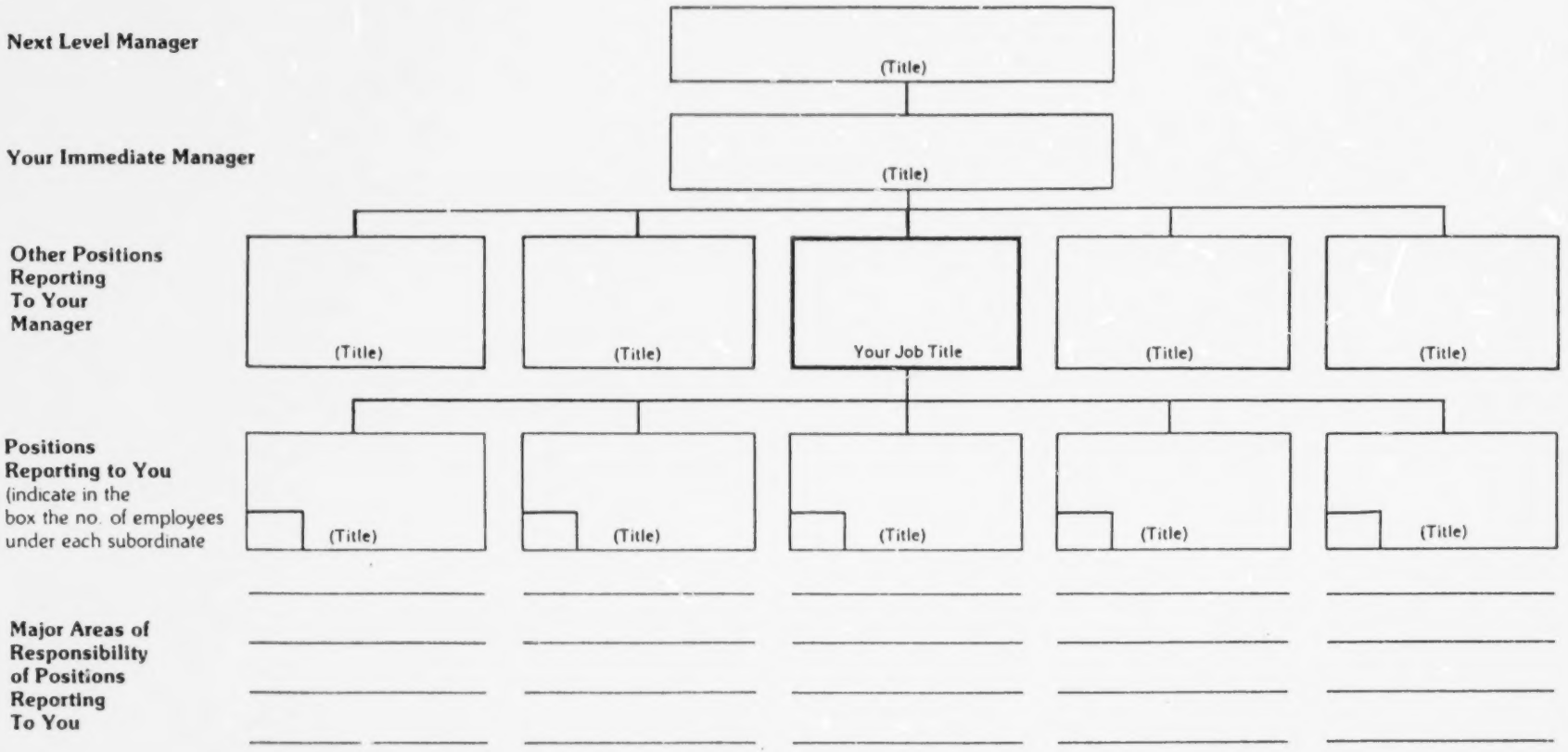
Describe decisions which you make and recommendations which you make to others (i.e., your supervisor or others). Note where objectives, policies, precedents or procedures are not available to guide your actions.

Decisions Made	Recommendations Made

22

7. ORGANIZATIONAL RELATIONSHIPS

Please list the title of your immediate supervisor, next level supervisor, other positions reporting to your supervisor and the positions reporting to you. List major areas of responsibility for individuals under your direction.



8. OTHER INFORMATION

Please add any other information you think would be helpful to someone trying to understand the nature, scope, or purpose of your position. Examples can include any special equipment used, special skill or knowledge required, etc. to perform this job.

THE CENTER FOR RESEARCH LIBRARIES
JOB DESCRIPTION

POSITION: Assistant Department Head - Access Services Department

JOB SUMMARY: Supervises clerical staff in the daily departmental functions of processing incoming interlibrary loan requests and overseeing Reading Room operations. Responsible for daily internal departmental problem-solving and responding to queries from staff and Center users. Assists Department Head in planning, coordinating and implementing departmental policies and procedures. Acts on behalf of the Department Head when he/she is absent.

MAJOR DUTIES:

1. Supervises five clerical staff (Check-in, Check-out, Recalls, Data Entry, and Reading Room clerks) in their daily tasks, and is responsible for their hiring, training, evaluating, and disciplining in conjunction with the department head.
2. Responsible for daily departmental problem solving (e.g., resolving the "not on shelves" responses and other queries from the Stack Management Department in particular and other staff members in general.)
3. Makes recommendations to the department head and division director on efficient workflow patterns, proper utilization of resources, and coordination of Access Services activities with those of other departments.
4. In consultation with the department head, is responsible for maintaining up-to-date written procedure manuals, either by revising procedures or by creating new ones when necessary.
5. Provides back-up support to the department's Bibliographic Searcher when necessary in searching incoming interlibrary loan requests.
6. Provides back-up support for telephone inquiries about Center loan policies and procedures.
7. In consultation with the department head, oversees and resolves problems with the departmental computer system.
8. Assists department head in planning coordinating, implementing, and monitoring departmental policies and procedures.
9. Assumes responsibility for the department in the absence of the department head.

(Over)

SKILLS AND TRAINING:

1. Masters degree in Library Science from an ALA accredited institution.
2. Thorough knowledge of current interlibrary lending and document delivery practices and procedures.
3. Sound bibliographic skills relevant to reference functions, including an ability to work with foreign language materials.
4. Strong supervisory and organizational abilities required in order to facilitate the proceeding of a high volume of detailed worked in a timely and accurate manner, to problem-solve, and to create a team atmosphere.
5. Strong oral and written communication skills.

EXPERIENCE:

1. Minimum three years' progressively responsible experience in an academic library setting.
2. Minimum one year supervisory experience, supervising clerical or library technical assistant staff.
3. Minimum one year experience in a reference or interlibrary loan department.
4. Experience with OCLC ILL and/or RLIN ILL subsystems and microcomputers essential.

SUPERVISION:

Directly supervises 5.0 FTE clerical staff. Reports to Head, Access Services Department.

19921230

Massachusetts Institute of Technology

POSITION DESCRIPTION

for Administrative, Academic Administrative and Library Staffs

SUGGESTED TITLE _____

Anticipated Effective Date _____

INSTRUCTIONS

Please use this form to describe the basic function, major duties, personal contacts, reporting relationships, and entry qualifications for all Administrative, Academic Administrative, and Library Staff positions. It will provide the basis for determining the appropriate classification titles and levels for these positions in M.I.T.'s Salary Administration Program.

Before you appoint (i.e. hire or promote) a staff member to *any established or newly created* position, please complete this form in as much detail as possible (attach additional sheets to expand any section) and forward it to your Personnel Officer. In addition to the description of the position below, please suggest in the above spaces: the new or existing classification title, the level, and the anticipated effective date of this appointment.

BASIC FUNCTION

(Describe in one brief statement.)

MAJOR DUTIES AND RESPONSIBILITIES

(Please describe, as fully as possible, the individual elements of this position, in order of importance, and indicate the approximate percentage of time spent on each.)

MAJOR DUTIES AND RESPONSIBILITIES (continued)

SUPERVISION RECEIVED

(Indicate the title of the person(s) from whom supervision is received, the type of supervision received, e.g., close supervision, general supervision, direction, etc. Also specify how often supervision is normally received.)

SUPERVISION EXERCISED

(Indicate the number of employees in each payroll that this position supervises and whether supervision is functional (assigns and approves work) and/or administrative (hires, terminates, promotes).)

CONTACTS REQUIRED TO PERFORM DUTIES

(Describe the *purpose* and *frequency* (per week/month/year) of recurring contacts outside own work group required by the incumbents of this position. Examples: senior officers, department heads, faculty, staff, students, alumni, general public, etc.)

EDUCATIONAL REQUIREMENTS

(Indicate minimum education required for entry into this position. If a degree in a particular field, e.g., law, architecture, counselling, etc., is required, please specify.)

EXPERIENCE REQUIREMENTS

(Indicate minimum number of years of directly related experience required for entry into this position. If specific certification or license is required, please indicate.)

DATE _____ SUBMITTED BY _____

CLASSIFICATION DESCRIPTION

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

DATE August 27, 1986

TITLE LIBRARIAN III LM001

BASIC FUNCTION AND RESPONSIBILITY

Carry out advanced professional responsibilities related to the provision of library and information services, which may include serving as a senior functional or subject specialist, managing a branch library, or managing a major program activity within a department or system-wide service, requiring the application of advanced skills and knowledge, originality and independent judgment.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

In addition to the duties of a Librarian II, the librarian at this level may:

Serve as a branch librarian, managing a small, discipline-oriented library. Plan and carry out information services to faculty, research staff, students and other users which are creative and innovative and responsive to their most effective use within the overall priorities of the parent library.

Serve as senior staff specialist within a functional area or in a subject area and act as resource for staff and users in solving the most difficult problems related to techniques or information resources to use.

Supervise the activities of professional and support staff within a major functional area, including planning workflow, establishing priorities, training staff members and reviewing completed assignments.

Establish performance standards and goals, evaluate performance, recommend salary increases, recommend hiring, promoting, terminating, or disciplining staff members.

Direct and assist lower ranking professional and support staff in completing difficult assignments as required.

Manage a library collection, including selection, evaluation, appraisal, purchase, preservation, retention, and organization of research level library materials in a variety of formats.

Assist users of the libraries in locating information and utilizing available resources and services both within her/his own area and across the system. Interpret and communicate library policies and procedures.

Discuss, consult, and advise academic department heads, faculty, administrative staff on the selection, acquisition, and retention of library materials. Provide reference and information services as required.

Establish classification and subject entries for the most difficult levels of printed and other materials, for materials in the most difficult disciplines, and in a variety of foreign languages.

This description is intended to indicate the kinds of tasks and levels of work difficulty that will be required of positions that will be given this title and shall not be construed as declaring what the specific duties and responsibilities of any particular position shall be. It is not intended to limit or in any way modify the right of any supervisor to assign, direct and control the work of employees under his or her supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties not mentioned that are of similar kind or level of difficulty.

Establish and direct the development of system-wide services.

Prepare memoranda, narrative, and statistical reports. Represent the Libraries in correspondence and communications with other institutions, organizations, donors, and the like.

Serve on or chair one or more standing committees of the Libraries to recommend library policies, to discuss system-wide issues, or to coordinate activities across the system. Serve on other ad hoc committees or task forces which contribute to the overall management of the library system.

Participate in or direct the activities of department, Institute, and professional organizations and committees, conduct independent research, publish articles or books, conduct seminars and the like which contribute to the profession and advancement of individual professional growth and competence.

SUPERVISION RECEIVED

General supervision is received from a higher ranking professional staff member. This will usually be in the form of general guidelines and operating principles or goals. The librarian at this level characteristically operates with considerable independence in planning workflow, establishing priorities, and determining appropriate methods and techniques to carry out responsibilities.

SUPERVISION EXERCISED

Administrative and functional supervision is exercised over administrative staff, lower ranking professional staff, and support staff members.

QUALIFICATIONS

A Master's degree in Library Science from an ALA-accredited graduate school is required.

Considerable demonstrated knowledge of library skills gained through employment as a professional librarian is necessary.

Comprehensive knowledge and understanding of a functional area of librarianship may be required. Comprehensive knowledge and understanding of the structure of bibliographic data bases and search strategies may be required.

A reading knowledge of one or more foreign languages may be required.

Some knowledge or successful experience in administration and supervision of personnel may be necessary.

An undergraduate or graduate degree in a specific subject or discipline may be required.

Well developed interpersonal skills and strong communications skills are required.

CLASSIFICATION DESCRIPTION

MASSACHUSETTS INSTITUTE OF TECHNOLOGY DATE February 17, 1989

TITLE HEAD LIBRARIAN (LIBRARIAN IV) LU007

BASIC FUNCTION AND RESPONSIBILITY

Direct and supervise the operations and administration of a major division or department of the MIT Libraries.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

Direct and supervise the activities of professional and supporting staff personnel of a major division or service of the Institute Libraries including planning, assigning, coordination, instructing and reviewing basic work assignments.

Evaluate performance, recommend salary increases and the hiring, promotion and termination of staff.

Develop, implement and interpret policies, operation systems, and procedures to library staff and users of the libraries.

Participate in preparation of library budget, including purchase of equipment, supplies, printed materials. Monitor expenditures against budget.

Plan, organize and maintain a major library collection, including the selection, evaluation, acquisition, appraisal and purchase of printed materials and materials in other media.

Serve as a primary resource in assisting and directing professional and supporting staff in completing difficult assignments. Perform or advise on the most difficult reference, cataloguing, indexing and bibliographic problems and projects, requiring the application of advanced professional library principles, practices, and techniques.

Review, discuss and advise Institute officers, faculty, department and laboratory heads on major planning, purchasing and administrative activities and problems, and provide reference and resource services as required.

Advise, instruct, train and lecture library staff, Institute staff, new employees, students and other users of the libraries in a subject area and the development and application of library skills and techniques.

Participate in the development of short and long range plans for utilization of building space, development and maintenance of special collections, services, libraries and the like.

Prepare memoranda, narrative and statistical reports; plan exhibits and displays.

Conduct and participate in professional association conferences and meetings.

This description is intended to indicate the kinds of tasks and levels of work difficulty that will be required of positions that will be given this title and shall not be construed as declaring what the specific duties and responsibilities of any particular position shall be. It is not intended to limit or in any way modify the right of any supervisor to assign, direct and control the work of employees under his or her supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties not mentioned that are of similar kind or level of difficulty.

Provide significant contributions and innovative concepts related to the advancement of the profession, and academic discipline or status of the Institute through independent research, the development of new and original library practices and techniques, the publication of articles, books and the like.

Represent the Institute Libraries at public functions and in communication with outside institutions, organizations, foundations, government agencies and the like.

May perform any of the activities assigned to lower ranking professional staff.

SUPERVISION RECEIVED

Direction is received from Assistant Director of Libraries.

SUPERVISION EXERCISED

Functional and administrative supervision is exercised over administrative and biweekly staff of a major division of the MIT Libraries.

QUALIFICATIONS

A Master degree in Library Science is necessary.

Extensive demonstrated knowledge of library skills gained through employment as a professional librarian is necessary. A subject related degree is desirable. A knowledge of systems analysis and computer techniques applicable to library operations is desirable.

Reasonable knowledge or experience in administration and supervision of personnel is necessary.

A reading knowledge of one or more foreign languages may be necessary.

Relevant post-graduate training gained through formal education, memberships in a professional organization, research in a related subject area or the like is desirable.

HUMAN RESOURCES

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Compensation Office
Office of Human Resources
Suite 535A
3401 Walnut Street
University of Pennsylvania
Philadelphia, PA 19104-6228
(215) 898-3503

PENN

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HUMAN RESOURCES

Compensation

UNIVERSITY OF
PENNSYLVANIA

A Guide to
Completing the

Position Description Form

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The Position Description

Position descriptions are important – you need them to document new and replacement positions, as well as reclassification and salary adjustment requests. They can also be used in performance appraisals, training, recruitment, and organizational development.

The position description form includes basic completion directions. This guide will provide you with additional tips, instructions, and definitions to help you write clearly and concisely. When the description is completed, be sure to use the checklist to see that you have provided all the necessary information.

Questions? Please contact the Compensation Office if you still have questions or need more help: **8-3503.**

Guidelines for Completing the Position Description Form

The employee currently in the position should complete the form first and then review it with his or her supervisor. These guidelines will help you to prepare a description that is clear, concise, and accurate.

1. Outline the principal duties and responsibilities. Describe the position as it currently exists. Do not speculate as to how it may develop.

2. Use action verbs or descriptive verbs to start each duty (e.g. compile, enter, total, circulate, etc.). As much as possible, avoid ambiguous terms such as coordinate, handle, etc. A list of action verbs is available in the Compensation Office.

3. Group closely related duties together.

4. Indicate the percent of time spent on duties (make sure the percentage totals 100%).

5. Describe the work itself, not the methods by which the work is performed.

6. Describe the position, not the person in the position.

7. Be concise! Avoid telling a story, but make sure the reader has a clear understanding of the position.

8. Miscellaneous and or infrequent duties can be indicated by the phrase "Performs related duties as assigned."

Supervisory Definitions

The summary section of the position description form should include a description of supervision given and received. Please use the following definitions as a guide.

I. SUPERVISION RECEIVED

Direction (or immediate supervision)
Detailed instructions received with close checking on all or most work performed.

General Supervision
General instructions received on routine day-to-day work; detailed instructions with close checking on new lines of work or special assignments.

Limited Supervision
Minimal instructions received on routine work; general instructions and "spot" checking on new lines of work or special assignments.

General Direction
Instruction received as to results to be obtained, with guidance as to procedures to be followed.

Limited Direction
Instruction received only as to results to be obtained.

Administrative Direction
Instructions received only as to broad objectives to be achieved.

II. SUPERVISION GIVEN

Functional Supervision
Includes any or all of the following: Training, assigning, scheduling, or overseeing the work of employees.

Bona-fide Supervision
In addition to functional supervision, includes having recommendation authority for hire/fire, salary adjustments, and performance appraisals for at least 2 full-time employees.

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Checklist

When you have completed the position description form, please review it and answer the following questions:

1. Is the general nature and purpose of the position clearly stated?
2. Is the level of supervision given and received clearly indicated?
3. Are the principal duties and responsibilities clear and easy to understand?
4. Are similar tasks and duties grouped together?
5. Is the percentage of time spent on each duty indicated?
6. Are the minimum qualifications stated relevant to the job?
7. Is the work itself described or are the methods by which the work is performed described?
8. Are both the supervisor and employee in agreement concerning the duties and responsibilities outlined?
9. Is the form signed by the appropriate personnel?

Questions? If you still have questions or need more help, please call the Compensation Office: **8-3503.**

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HUMAN RESOURCES
Compensation

Position Description Form

UNIVERSITY OF
PENNSYLVANIA

For detailed instructions on completing this form, please refer to the Guide to Completing the Position Description Form. Attach a letter of explanation for new positions and reclassifications. For reclassifications, attach employee's resume if available. Please contact the Compensation Office if you have any questions or require any assistance: 898-3503.

I. **POSITION TITLE**_____ **DEPT/SCH**_____

Employee's Name_____

Reports to (Title)_____ Name_____

II. **POSITION SUMMARY** Summarize in a few sentences the main functions, general nature, and purpose of the position. Indicate the level of supervision received [e.g. direct, general, limited]. Use no more than five [5] sentences.

III. **DUTIES AND RESPONSIBILITIES** Begin each duty with an action verb. List duties in order of importance, grouping related tasks together. Be concise. Miscellaneous duties should be indicated by the phrase "Perform other related duties as assigned." Include supervisory duties. Indicate the approximate percent of time spent on each duty. Continue on a separate page if necessary.

% time

IV. MINIMUM QUALIFICATIONS required to perform duties. Do not list personal characteristics, only job requirements.

Education Experience_____

_____

_____

Skills_____

Cert. License_____

Other Desirable Knowledge, Skills, and Abilities_____

_____

V. POSITION DIMENSIONS

A. Number of Employees Supervised:
Non-Exempt (A-3) Full Time _____ Part-Time _____

Exempt (A-1) Full Time _____ Part-Time _____

B. Exposure to Confidential Material: Minimal _____ Average _____ Extensive _____

C. List Unusual Working Conditions (e.g. works with hazardous materials): _____

_____

D. Nature of External Internal Contacts: (Indicate the amount of contact with persons within outside the University): Minimal _____ Average _____ Extensive _____

E. Indicate Equipment Used:_____

_____

F. Budget Accountability: $_____ (Please explain in Section III)

G. Indicate Work Schedule (e.g. 35 hrs M-F; 9-5)_____

VI. ORGANIZATIONAL CHART Use position titles and names of employees; if no peer positions exist within the department, peer positions outside the department are acceptable; peer positions need not report to same supervisor.

_____

Supervisor

_____	_____	_____
Peer Position	**This Position**	**Peer Position**
_____	_____	_____

REPORTING POSITIONS

VII. COMMENTS Supervisors, please include any information that will provide additional insight into this position.

VIII. PREPARED BY:

Employee's Name_____ Signature_____ Date_____

Supervisor's Name_____ Signature_____ Date_____

Dean, VP, or Designee:

Signature_____ Title_____ Date_____

UNIVERSITY of PENNSYLVANIA

University Libraries
Van Pelt-Dietrich Library Center
3420 Walnut Street
Philadelphia, PA 19104-6206

REFERENCE LIBRARIAN

SUMMARY:

Under general supervision from the Head of Reference, Van Pelt Library, is reponsible for all general reference functions. Position includes high-level special responsibilities and duties.

DUTIES AND RESPONSIBILITIES:

Participate in all general reference activities.

Provide reference desk service for general social sciences and humanities topics and documents reference.

Assist users with OPAC, locally-loaded and CD-ROM databases.

Present library orientation sessions.

Design and present program and materials for course-related instruction.

Provide reference consultation service.

Train and assist users in online searching.

Special responsibilities to be assigned based on library needs and individual's abilities.

QUALIFICATIONS:

An ALA-accredited MLS or equivalent in knowledge and experience required. Minimum 2 years relevant experience required. Strong subject background in humanities or social sciences discipline required. Reading knowledge of at least one European language essential. Advanced degree preferred. Strong interpersonal skills, excellent written and oral communications skills required. Experience with microcomputer/OPAC/online required. Demonstrated energy, creativity, resourcefulness and commitment to public service.

RANK & SALARY: Librarian II, $27,800-36,200; Librarian III $30,700-39,100

DESCRIPTION:

Van Pelt Library is Penn's social sciences and humanities library with a collection of more than two million volumes, a NOTIS-based integrated online library automation system and several locally-loaded databases. The Reference Department consists of 11.5 FTE professionals, plus support staff, interns and student assistants. The reference collection numbers about 33,000 volumes, plus 25 CD-ROM products. Online systems such as NEXIS,

DIALOG, VU/TEXT supplement print sources for ready reference and end-user searching. The Reference staff functions as a team, handles 100,000 questions a year and participates in a broad range of library-wide activities, such as collection development.

This position will provide significant opportunity for professional growth and development.

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UNIVERSITY of PENNSYLVANIA

University Libraries
Van Pelt-Dietrich Library Center
3420 Walnut Street
Philadelphia, PA 19104-6206

DIRECTOR OF LIBRARY INFORMATION SYSTEMS

Library Information Systems is a key component in the distributed academic computing environment of the University. The Library and University Computing are both headed by vice-provosts who form a team with the computing associate deans on most large academic computing issues. The Director of Library Information Systems works closely and harmoniously with senior members of University Computing and Information Systems, with the Associate Deans for Computing of the Schools, and the Chief Information Officer of the Medical School.

The University Library System has just completed a Five-Year Planning process; key elements of the plan are dependent upon Library Information Systems. As a first step toward achievement of the Five-Year Plan, Library Information Systems are in the process of being consolidated on an IBM 9121 partitioned computer under MVS. The computer and operating system are managed by the University Data Center (UDC), and the Library manages its own applications on the UDC computer.

PennLIN (the University of Pennsylvania Library Network) consists of two main components: a completely installed NOTIS integrated online processing system and catalog (the latter is nicknamed Franklin) and a set of metainformation bases (Medline, ABI/Inform, PsychInfo, and MathSci), which have been accessed through BRS Search, and are being migrated to the NOTIS MDAS systems mounted on the UDC computer. The group of disciplinary data bases is called PennData. ISI's Current Contents and a set of Wilson bases are scheduled for loading this summer after the computer migration has been completed.

The Library operates a number of heavily-used computer labs, and shares operation of others with the schools. There is a new, endowed computer lab in the Van Pelt-Dietrich Library Center with 30 networked Mac and IBM pcs working off servers. Another 20 station lab has been endowed which will open in the summer, and others are being planned.

SUMMARY:

The Director of Library Information Systems provides leadership for the information systems functions throughout the University Library system and serves as a member of the Library Administrative Council (the senior management group of the University Library). The IS Director participates at the highest levels in planning, and leads in the design and execution of excellent and easy-to-use academic information processing, access and delivery systems which are linked with the university network, other campus informational utilities, and with important external computerbases. The IS Director also serves with senior University computing managers and the Associate Deans for school computing in high-level planning for campus wide academic computing.

The Information Systems Director reports to the Vice Provost and Director of Libraries. The Director supervises a staff of about nine F.T.E. in converting the Library's long-term vision and plan into information, communication and management-information systems which will result in more effective and efficient study and research by the university community.

PENN

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DUTIES:

Provides leadership in planning, design, implementation, support and evaluation of all Library automated systems.

Manages staff clearly, collegially and smoothly.

Manages financial and electronic resources for optimal cost and functional benefit.

Provides for the design, coordination and support of computer laboratories throughout the Library system.

Serves as a principal Library representative on University, Library, and external committees and working groups.

Scans the technology and Library environments for systems and information services advances, and continuing input of potential improvements in information systems.

QUALIFICATIONS:

BA degree in a relevant subject field (e.g. computer science, information science, electrical engineering) is required. An advance degree is highly desirable. At least seven years of relevant experience required. Experience in leading an innovative project highly desirable. Knowledge of universities, research libraries, and their information systems preferred. Evidence of excellent interpersonal, management and communication skills is required, as well as skill and ease with teamwork, collaboration, and negotiation is required. Familiarity with open systems design and standards, client-server applications, microcomputer and CD applications preferred. A combination of experience with both mainframe and microcomputer applications, IBM and UNIX-based operating systems preferred. Familiarity with library integrated systems is desirable.

UNIVERSITY CLASSIFICATION: P-11

SALARY: Competitive and commensurate with qualifications and experience.

3/92

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UNIVERSITY OF ROCHESTER LIBRARIES

Job Description Form

POSITION TITLE: Head, Catalog Department DEPARTMENT: Catalog

POSITION CLASSIFICATION: Librarian II DATE: 9 October 1989

I. POSITION SUMMARY STATEMENT

Responsible for the overall supervision and administrative direction of the Catalog Department in order to ensure the effective functioning of the cataloging operation. The Department is responsible for cataloging all newly acquired monographs for the River Campus, South Campus and Memorial Art Gallery Libraries, for maintaining the card and online catalogs, and for the retrospective conversion of monographs. The Department includes 16 FTE staff, organized into three Units: Original Cataloging, Copy Cataloging, and Catalog Maintenance. The Department Head serves as the supervisor of the Original Cataloging Unit. The Department Head, the Heads of the Copy Cataloging and Catalog Maintenance Units, and, when appropriate, the Principal Cataloger, serve as the Catalog Department Management Team, which is responsible for coordinating Department-wide planning, policies and procedures.

II. DUTIES AND RESPONSIBILITIES

Duties	Priority	% of Time
A. Develops departmental goals and objectives, and sets departmental priorities, in coordination with other Library units	1	10%
B. Plans and puts into place the organizational structure necessary for achieving departmental objectives, with the assistance of the Unit Heads	1	10%
C. Develops and implements plans for the overall departmental workflow and procedures necessary for achieving departmental objectives, with the assistance of the Unit Heads; coordinates the development and maintenance of a departmental manual, containing all relevant procedures	1	15%
D. Is responsible for departmental staffing, including hiring and evaluation of staff, ensuring adequate training of staff, making salary and classification recommendations, and taking disciplinary action as needed	1	10%
E. Directly supervises the Heads of the Copy Cataloging and Catalog Maintenance Units, as well as the staff	1	10%

Duties	Priority	% of Time
of the Original Cataloging Unit, including: setting priorities, goals and standards; monitoring the quality of work, conducting performance evaluations; and maintaining communication within the Unit by various means		
F. Establishes departmental operating, performance and production standards, with the assistance of the Unit Heads	1	10%
G. Assists staff in setting individual goals and priorities, in coordination with departmental goals and priorities	2	5%
H. Evaluates the needs of the Department in the areas of staffing, equipment and supplies, and makes recommendations regarding these to the Library administration	2	2%
I. Represents and serves as spokesperson for the Catalog Department in appropriate meetings, etc. as circumstances dictate within and outside the University	2	5%
J. Participates actively in Library and professional meetings; serves actively on appropriate Library and professional committees	2	8%
K. Keeps abreast of developments in the library field, and takes a leadership role in planning for their local implementation with particular emphasis on cataloging	2	5%
L. Assists in the planning and preparations for the automation of Library technical operations as a member of the Cataloging Policy Coordinating Committee; participates in the planning, testing and implementation of online cataloging procedures	2	10%
Performs related duties as assigned		

Job Description Form

SUPERVISION

Supervised by or report to:

Assistant Director for Technical Services

Supervision exercised:

Head, Copy Cataloging Unit (who supervises 4 Library Assistant IVs)
Head, Catalog Maintenance Unit (who supervises 4 Library Assistant IIIs, 1 Library Assistant II, and 1 FTE of Student Assistants)
3 Original Catalogers (Librarian IIs)
1 Library Assistant IV

MACHINES AND EQUIPMENT USED ON JOB

Microcomputer, computer terminals and related hardware
Standard office machines

QUALIFICATIONS

Minimum acceptable qualifications:

ALA accredited MLS, plus 5 years of increasing management and supervisory experience (preferably in an academic library)

Detailed knowledge of and experience in cataloging, including an understanding of AACR2 and LC cataloging practices, LC classification and subject headings, the MARC books format, and the OCLC system

Demonstrated leadership, management and human relations skills

Effective communication skills (ability to articulate clearly and effectively, both orally and in writing)

Ability to work well with people of varying educational and cultural backgrounds and experience levels; ability to work cooperatively with others within the Library system

Effective organizational skills

Ability to prioritize, solve problems creatively and constructively, cope with a changing environment, and be self-motivated

General knowledge of all operations in an academic library

Desirable qualifications:

Working knowledge of at least one foreign language

Experience with an online library system (preferably Geac)

Record of active involvement in local, regional, state and/or national library professional organizations

Approved by: _____ (Department Head)

_____ (Division Head)

Date: _____

Part Two: Job/Position Descriptions and Annual Reviews and Evaluations

Two University libraries--the University of California at Riverside and the University of Texas at Austin--provided examples of academic review and annual evaluation processes that incorporate the job/position description into the process.

1. The University of California at Riverside's Academic Review Process provides an example of the use of a unique type of description document in a faculty status situation. The job/position description appears as a "Statement of Primary Responsibilities" in the Academic Review Process. Samples of a non-supervisory and supervisory position are included.

2. The University of Texas at Austin General Libraries provides another excellent example of how a job/position description is incorporated into an Annual Professional Evaluation process. Beginning with the completion of an Annual Report by the librarian, the Annual Report includes sections related to professional responsibilities, job performance, significant job-related accomplishments and job-related goals and objectives for the coming year.

UNIVERSITY OF CALIFORNIA, RIVERSIDE

UNIVERSITY LIBRARY

PERSONNEL ADMINISTRATIVE MEMORANDUM NO. 2.1

Issued: February 1977
Revised: February 1985
Revised: December 1990
Revised: January 1992
Revised: September 1992

GUIDELINES FOR ACADEMIC REVIEW PROCESS AND DOCUMENTATION

This administrative memorandum describes the academic review process and the review documents to be prepared by the candidate and the review initiator. It also presents a glossary of terms used in the academic review process, describes policy and procedures for deferral, describes mid-year review procedures, outlines procedures for notification of review, and provides samples of documents associated with the review process. This administrative memorandum should be used in consultation with the Academic Personnel Manual (APM 210-4, 160, and 360) and the Call to Review, which is issued annually by the Vice Chancellor, Faculty Relations and Academic Support. Personal Administration Memorandum No.2.2 provides guidelines for the application of academic review criteria.

I. PROCEDURES FOR NOTIFICATION OF REVIEW

Each year, prior to the beginning of the review period, the Library Personnel Office shall inform the review initiators of the review status of librarians under their supervision and shall indicate what actions are possible. All librarians shall be notified in writing of their status for review.

II. POLICY AND PROCEDURES FOR DEFERRAL

For librarians included in the bargaining unit, a deferred review may be requested only when there is insufficient evidence to evaluate performance due to prolonged absence since the last personnel review.

For librarians **not** included in the bargaining unit, a review may be deferred if prolonged absence or other unusual circumstances have resulted in insufficient evidence to evaluate performance (see APM 360-80-a(2)).

The candidate must request a deferral in writing from the review initiator, stating the reasons for wanting deferral. If the review initiator, the Department Head, the Division Head or the University Librarian do not all concur with the deferral request, the review will take place as scheduled. When all parties agree that the deferral is appropriate, a recommendation for deferral will be forwarded to the Vice Chancellor, Faculty Relations

and Academic Support with the Candidate's Activities Resume. The Vice Chancellor may deny the request for deferral, in which case a review would take place.

A deferral is considered a neutral action, which means it is neither positive nor negative. If deferral is approved, the individual will be scheduled for review in the subsequent year. For those positions not included in the bargaining unit, subsequent deferral is possible to a maximum of three years. (See APM 360-80-a).

III. MID-YEAR REVIEW PROCEDURES

It is the responsibility of supervisors to communicate regularly with librarians under their jurisdiction regarding their assignments, achievements, problems, professional activities, and goals. For librarians eligible for review, supervisors will schedule a meeting in October to prepare for the review. No documentation is required in preparation for or as a result of this mid-year review. Whenever job assignments have changed, the Statement of Primary Responsibilities should be modified to reflect the change.

IV. PREPARATION OF THE REVIEW PACKET

It is the review initiator's responsibility to ensure the completeness of the candidate's review file and to inform the candidate of all materials in the file up to the time of the submission of the file to the Division Head or the University Librarian. The candidate is made aware of the number of confidential documents in the file if these are present. (The Certification Statement and the Documentation Checklist are annotated and signed at the time of the candidate's interview with the University Librarian.) The candidate's review documentation shall include the following elements:

1. STATEMENT OF PRIMARY RESPONSIBILITIES. This form (see Appendix 1) states the job assignments and ongoing academic responsibilities in effect at the time of review (see Appendix I for a sample). If a candidate directly or indirectly performs library assignments outside of the department (e.g., as a selector), it is the responsibility of the review initiator to incorporate these assignments into the Statement of Primary Responsibilities, and to incorporate performance of these activities into reviews. Letters from bibliographers evaluating selector performance may be included here.

2. CANDIDATE'S STATEMENT OF PROFESSIONAL ACHIEVEMENTS. See Section V., "Candidate's Documentation" and Appendix 2 for guidelines on the format and preparation of these documents.

3. An updated UC BIOGRAPHY FOR ACADEMIC PERSONNEL.

Appendix 1

STATEMENT OF PRIMARY RESPONSIBILITIES

Date: _____

Name: _____

Academic Rank/Step: _____

Functional Title(s): _____

Supervisor(s): _____

I. General statement of job assignments and responsibilities within the Library in the five major areas of librarianship.

   A. Selection and development of resources.

   B. Bibliographic control of collections and their organization for use.

   C. Reference and advisory service.

   D. Development and application of specialized information systems.

   E. Library administration and management.

   F. Research, as part of foregoing.

II. Standing committees of task forces undertaken as part of job assignments.

III. Long-term special projects, on-going responsibilities, or other assignments not mentioned above.

1/92

Example of Non-supervisory Position Description

STATEMENT OF PRIMARY RESPONSIBILITIES

Date: 5 February 1992

Name:

Academic Rank/Step: Associate Librarian, Step V, Career

Functional Title: Reference Librarian

Supervisor:

I. General statement of job assignments and responsibilities within the Library in the five major areas of librarianship.

A. Selection and development of resources.

Participates in the development of the reference collection with particular emphasis on indexes and abstracts and library reference serials related to these tools. Monitors and evaluates reference bibliographies and recommends additions and withdrawals.

B. Bibliographic control of collections and their organization for use.

Analyzes library serials and journal holdings for suitability for public service and student needs and recommends additions and cancellations.

C. Reference and advisory service.

Provides reference service to faculty, students and staff in the Rivera Library. Suggests research strategies and provides particular information when appropriate. Utilizes traditional, online, and automated sources to supply information. As time permits, provides limited reference service to visitors.

Participates in library instruction program with specific responsibility for Business 10.

Creates self-service guides to the Library's collections as the need is determined and in consultation with the Department Head and Reference Librarians.

D. Development and application of specialized information systems.

N/A

E. Library administration and management.

N/A

F. Research, as part of foregoing.

N/A.

II. Standing committees or task forces undertaken as part of job assignments.

Serves as Public Services Division representative to Library Serials Operations Committee.

III. Long-tern special projects, on-going responsibilities, or other assignments not mentioned above.

Serves as the UCR Library's MELVYL® Coordinator, with responsibility for keeping all staff informed of changes to the system and new developments on an ongoing basis. Offers classes on the MELVYL® system to a variety of campus groups and to library staff. Attends all UC MELVYL® User Group meetings and provides supervisor and appropriate staff with information from these meetings. Consults with appropriate individuals prior to meetings to determine UCR viewpoint and acts as an advocate for UCR in representing that viewpoint. Discusses problems related to MELVYL® system with library employees as encountered and resolves or refers to other employees or the Division of Library Automation as appropriate; keeps employees informed as to status of their concerns.

ATTACHMENT A

STATEMENT OF JOB ASSIGNMENTS AND ACADEMIC RESPONSIBILITIES

Date: 1 April 1991

Name:

Academic rank/step: Librarian, Step III

Functional title: Head, Public Services Division

Supervisor:

I. General statement of job assignments and responsibilities within the Library in the five major areas of librarianship.

A. Selection and development of resources.

Share with the Collection Development Officer the administrative responsibility for the coordination and development of the collections in General Reference, Education Services, and Government Publications.

Serve as Selector for History

B. Bibliographic control of collections and their organization for use.

Consult with Head of Government Publications on the technical service aspects of handling government publications.

C. Reference and advisory service.

Participate in the programs and services of the Reference Services and Government Publications Departments, including desk hours and library instruction.

D. Development and application of specialized information systems.

N/A

E. Library administration and management.

As Head of Public Services: Responsible for overall operations, services, collections, planning, and policies for the Circulation Services Department, Government Publications Department, Reference Services Department, and Interlibrary Loan Department. Includes reviewing collection development activities in Government Publications and Reference; staff training and development for public services in the Rivera Library, and participation in the direct provision of Library services. Work closely with the Sciences to jointly coordinate public services among all units of the University Library.

As one of the Library's Division Heads, work with Associate University Librarian to assist the University Librarian in formulating, administering, and evaluating Library-wide policies and programs.

F. Research, as part of foregoing.

N/A

II. Standing committees or task forces undertaken as part of job assignments.

Disaster Action Team

University of California Heads of Public Services Committee

III. Long-term special projects, on-going responsibilities, or other assignments not mentioned above.

Library public relations coordinator

THE GENERAL LIBRARIES
THE UNIVERSITY OF TEXAS AT AUSTIN

P. O. Box P · Austin, Texas 78713-7330

November 25, 1992

TO: Professional Librarians, other Administrative and Professional Staff, Department Heads, Administrators, and the Personnel Committee

FROM: Harold W. Billings, Director of General Libraries

SUBJECT: Annual Professional Evaluations

1. Annual Evaluation Process

This process integrates procedures for evaluating professional librarians' and other administrative and professional staff members' work performance in conformance with Policy 9.95, Handbook of Operating Procedures.

As stated in Policy 9.95, the purposes of performance evaluations are (1) to provide a fair assessment of the employee's performance, (2) to assist the employee to improve performance, (3) to provide a basis for an appropriate level of compensation, and (4) to support and provide documentation for personnel actions under approved policies.

This process is scheduled for completion prior to Budget preparation for 1993/94. A calendar for the evaluation process is attached. Included in this review are all librarians and other administrative and professional staff initially appointed prior to August 1, 1992. Those who joined the staff on or after that date will be scheduled for interim evaluations later in the fiscal year; however, evaluations for all must be performed prior to their completing six months of service. Additional evaluations of work performance may be undertaken as determined appropriate by the supervisor. The annual evaluation process is not intended to preclude any appropriate personnel action to be undertaken whenever needed.

The annual evaluation process consists of two major components: The Annual Report and the Annual Evaluation. The attached copy of the Annual Report form covers the period November 1, 1991, through October 31, 1992.

Copies of the Annual Evaluation form for the same period will be distributed to immediate supervisors later this month. Evaluation instructions to department heads, administrators, and the Personnel Committee are included in Sections 3 and 4. These describe how to write evaluations, conduct interviews and make recommendations.

Librarians or other administrative and professional staff members who worked in more than one department during the review period, whether on a temporary or permanent basis, will be evaluated by each supervisor to whom they reported for at least three months. When more than one supervisor is involved in the evaluation process, sufficient copies of the Annual Report should be submitted to the current supervisor who will forward copies to previous supervisors as necessary for use in conducting their evaluations and interviews. Supervisors of staff sharing participants who have completed their assignments will have received a Staff Sharing Evaluation form upon completion of the assignment. The completed assignment should be included in the annual evaluation process.

2. Annual Report

The first step of this process, the completion of the Annual Report, offers each librarian or other administrative and professional staff member the opportunity to review his or her current job responsibilities and evaluate his or her professional contributions. This report presents the staff member's case for reappointment and merit recommendations made to the Director by the immediate supervisor, other members of the Library administration, and (in most instances) the Personnel Committee. The report will become a part of the staff member's personnel file.

Under Annual Report, Section 1, the description of responsibilities should be concise yet comprehensive, listing major duties and areas of responsibility without detailing each specific duty performed. Special projects or duties that have been assigned by the General Libraries in addition to regular duties should be included here. Librarians and other administrative and professional staff with supervisory/managerial responsibilities should describe these in Section 1 and should include the nature, level and scope of supervision provided. Under Section 2 contributions should include job performance, significant job-related accomplishments, public service, committee assignments, offices held, classes taught, publications, etc. In Section 3 the staff member should describe staff development activities undertaken and new skills and abilities acquired within the context of changing roles and changing library environments. In Section 4 the staff member should list job-related goals and objectives for the next annual performance review period. In Section 5 the staff member should suggest his or her own level of recognition based on job performance, professional contributions and professional growth.

The staff member may attach to the Annual Report limited supplementary documentation, such as a letter of commendation, which seems appropriate and sufficiently important.

Any difficulties in completing the Annual Report should be discussed with the staff member's supervisor.

The completed Annual Report must be sent to the staff member's immediate supervisor by December 18, 1992.

3. Instructions for Evaluation

Writing Evaluations

The description of duties performed documents the supervisor's and the staff member's mutual understanding of the staff member's work assignment. If the employee's description is accurate, it should be so stated. Significant differences should be noted by the immediate supervisor in the Annual Evaluation and discussed during the interview.

The written evaluation documents a formal summary of the routine work performance counsel provided to librarians and other administrative and professional staff by their supervisors. The evaluation statement should address the quality and quantity of work performed by the staff member in carrying out assigned duties and responsibilities during the entire review period.

The evaluation statement should be concise. It should note any special contribution the individual has made during the review period. Criticism should be constructively stated to lead to improvement of any deficiency.

The review should be balanced, praising excellent performance while seeking improvement where necessary.

Each staff member's work performance should be measured in terms of contribution to the Library's and department's goals, individual capabilities, professional growth including training and development within the context of changing roles and the changing library environment, past performance, and the performance of others in the department.

Conducting Interviews

A private office should be used for the interview. A copy of the supervisor's written evaluation should be given to the staff member prior to this interview. The staff member should have sufficient time to read the written evaluation of his/her performance in privacy before the interview. The process should be used as an opportunity for discussion between the supervisor and the staff member to review past performance and to set goals for the future. The interview will be conducted in such a way that the person being evaluated has the opportunity to discuss and to understand fully all points covered. Changes should not be made in the evaluation after the interview. In the circumstance that discussion results in the agreement that additional comment or a change be made in the evaluation, the alteration should be made on a separate page, initialed by both the staff member and the immediate supervisor, and attached to the evaluation. A staff member may write a response to the evaluation for inclusion in the review process.

The staff member should note that his/her signature indicates neither agreement nor disagreement with the evaluation. Rather, it only indicates that the staff member has read the evaluation and has had the opportunity to discuss it with the immediate supervisor. The staff member will receive a copy of the completed evaluation including Section IV (Recommendations) once the entire evaluation process has been completed.

Recommendations

The evaluation must support whatever recommendations are made. In Section VI a recommendation must be made in each category by each evaluator; if not applicable, use "N/A." Do not leave any space in the column blank.

* Reappointment — means the employee's appointment would be to a succeeding one–year term: September 1, 1993 through August 31, 1994.

* Non–reappointment — means the employee's appointment term expires August 31, 1993 and will not be renewed.

* Dismissal — means the employee's appointment would be terminated in accordance with University policy.

* Merit — merits are awarded as a means of recognizing superior performance in the General Libraries. Merit salary increases are governed by the provisions of the General Appropriations Bill and University merit policy. The amount of funds available for merit salary increases, if any, for 1993/94 is not known at this time. Merit salary increases are not to be viewed as cost-of-living increases nor used to correct inequities. To be meritorious the service must be at a level of responsibility consistent with the current salary.

Guidelines for Merit Recommendations are as follows:

It is expected that the job performance of all General Libraries employees recommended for reappointment shall be satisfactory and shall meet minimum expectations. Employees must exceed minimum expectations to be recommended for 1 Merit, 2 Merit or 3 Merit according to

Part Three: Samples of Job/Position Descriptions

This final section includes selected samples of job/position descriptions provided by the survey respondents. The samples reflect the diversity of formats used by ARL libraries and the variety of depth and scope. This section includes job/position descriptions from:

1. Auburn University
2. University of British Columbia
3. University of Colorado
4. University of Georgia
5. Indiana University
6. Kent State University
7. McMaster University
8. University of Michigan Libraries

May 1, 1992

JOB DESCRIPTION FOR AUBURN UNIVERSITY LIBRARIAN FOR CIRCULATION AND TECHNICAL SERVICES

Oversees all matters of concern to respective departments: acquisitions, automation, cataloging, circulation (interlibrary loan, reserve, and circulation), serials, and systems. Includes directing recruitment and hiring of professional librarians regarding appointments, salaries, tenure, and promotion. Reviews recommendations for filling support staff positions. Oversees development of professional librarians and support staff, including direct evaluation of librarians and review of staff evaluations.

Participates in policy and procedures decision making through Central Library Administrative Group (CLAG); University Librarian's Advisory Council (ULAC); and conferences with individuals and groups and consultation on specific matters with; the University Librarian. Administers policies and implements procedures for division and library as a whole.

Represents University Librarian and empowered to make decisions affecting AU Libraries in the absence of, or at the request of, the University Librarian both on and off-campus with regard to: university and library policies as they affect internal operation of the Library; outside-Auburn library affairs (professional organizations, state, regional, and national groups). Represent Library on campus committees, as assigned.

Work with employees of division and library as a whole to meet goals of AU Libraries as expressed in Library Mission & Goals Statement and in Archives Mission & Goals Statement. Keep abreast of developments in academic librarianship and work toward implementation of those developments which give promise of strengthening Auburn University Libraries in meeting the informational and other library needs of students and faculty as they participate in the instructional and research programs of the University. Serve as professional role model.

Prepare reports providing data involving budget, collection development, and other library statistics.

Participate in, or lead, the completion of other library projects (departmentally, divisionally, and library-wide) as assigned by the University Librarian. Activities included in this area of responsibility may include planning, organizing, directing, coordinating, reviewing and evaluating.

Direct the Automation Department, including budget for library automation project. Responsible for operation of NOTIS (Northwestern Online Total Integrated System) automation software and other automation development and implementation.

Responsible for building security.

AUBURN UNIVERSITY LIBRARIES
Job Description

Name:
Job Title: Head, Microforms and Documents Department
Reports to: Assistant University Librarian for Reference and Information Services

Provides Direct Supervision to:

Microforms and Documents Reference Librarian
Microforms and Documents Reference Librarian
Microforms and Documents Reference Librarian
Library Assistant IV
Library Assistant IV
Graduate Assistant (two-thirds appointment)

Job Summary: The Head of the Microforms and Documents Department administers and supervises the Department professional and support staff; coordinates reference and information services at the Microforms and Documents Department Reference Desk; oversees the Department's Bibliograhic Instruction program; and coordinates the development of the collections for graduate and undergraduate programs. Commitments to research and professional involvement are expected.

33.0% Administrative Responsibilities

-- Oversees all matters of concern to the department. Participates in the recruitment process and recommends the hiring of librarians. Advises regarding appointments, salaries, tenure, and promotion. Oversees development of professional librarians and support staff. Using goal setting techniques, conducts evaluation of librarians and support staff.

-- Participates in policy and procedures decision making through the University Librarian's Advisory Council (ULAC), in individual and group conferences with the Assistant University Librarian for

Reference and Information Services, and through participation in committee assignment. Administers policies. Implements procedures for the department.

-- Represents the Library and the Assistant University Librarian for Reference and Information Services if requested to do so with regard to: university and library policies as they affect the internal operation of the Library; outside-Auburn library affairs (professional organizations, state agencies, and state, regional, and national groups). Represents the library to on campus groups as assigned.

-- Fosters good morale and provides good positive leadership and motivation especially in dealing with the employees of the Department. Serves as a role model.

-- Works with the employees of the department, division, and the library to meet the goals of the Auburn University Libraries. Keeps abreast of developments in academic librarianship. As requested, works toward the implementation of those developments which strengthen the Auburn University Libraries in meeting the informational and other library needs of students and faculty. Serves as a professional role model.

-- Prepares reports providing data involving budget, collection development, reference and directional questions answered, usage of the department and collections, and other library statistics.

-- Implements appropriate budgets for the various activities of the various activities of the department (*e.g.* library materials, student assistants, *etc.*).

-- Participates in, or leads, the completion of other library projects (departmentally, divisionally, and library-wide) as assigned by the University Librarian or the Assistant University Librarian for Reference and Information Services. Activities included in this area of responsibility may include planning, organizing, directing, coordinating, and reviewing.

Auburn University Libraries 032389

Other Professional Responsibilities

35.0% -- Provides reference and directional services, including reference desk service and computer bibliographic searching to students, faculty, and the general public at the Microforms and Documents Department Reference Desk including one evening per week and week-ends on a rotating basis.

10.0% -- Develops the collections to support programs in all academic areas.

- -- Coordinates collection development of microformatted materials in broad subject areas including the Humanities, the Social Sciences, and the Sciences as well as materials for the department's reference collection.
- -- Assists in the production of extensive analyses of collections and library funding levels in specific subject areas.
- -- Provides liaison with the faculty.
- -- Develops and coordinates preservation programs in the department.
- -- Recommends and justifies new journal and serial subscriptions as well as computerized information services.
- -- Selects and orders materials in one or more areas of the Humanities, the Social Sciences, and the Sciences.

Auburn University Libraries 032389

5.0% -- Engages in and maintains scholarly activity in librarianship and other subject disciplines, generally through professional reading, conference attendance, and contact with faculty and other scholars.

5.0% -- Serves on library and university committees as assigned. Time percentage varies considerably depending on appointments each year.

5.0% -- Participates in other activities and functions of the department, division, or the library as a whole as needed or assigned.

3.0% -- Participates in activities of professional associations in areas of librarianship and/or other subject disciplines. Time percentage varies depending on position held in specific years and available time available for administrative leave.

2.0% -- Participates in bibliographic instruction activities.

- -- Prepares and conducts group instruction sessions as coordinated by the Bibliographic Instruction Librarian.
- -- Produces reference guides and other handouts.

2.0% -- Engages in research activities related to librarianship and/or other subject disciplines in proportion to the amount of released time granted.

Auburn University Libraries 032389

POSITION TITLE: HUMANITIES REFERENCE LIBRARIAN

The Humanities Reference Librarian provides reference, bibliographic instruction, and information services at the combined Humanities and General Information Desk. The position is also responsible for collection development in one or more areas of competence in the Humanities. Commitments to research and professional involvement are expected.

MAJOR RESPONSIBILITIES:

40% 1. Reference:
- A. To provide reference and research services to students, faculty and the general public at the combined Humanities and General Information Desk during assigned hours including one evening per week and weekends on a rotating basis.
- B. To provide computer search services in Humanities fields and general interest areas. Searching responsibilities are assigned in relation to subject expertise and interest.

35% 2. Collection Development:
- A. To be responsible for collection development in one or more areas of the Humanities including selection of new materials, retrospective assessment of the collections, out-of-print selection.
- B. Co-ordinate Music Listening Room collections, equipment, and policies.
- C. Produce extensive analyses of collections and library funding levels in specific subject areas in support of reviews of university departments by ACHE or other accrediting agencies.
- D. Recommend and justify new journal and serial subscriptions as well as new computerized information services.
- E. Writing and revising collection development policy.
- E. Liaison with faculty.

5% 3. Bibliographic Instruction:
- A. To participate in bibliographic instruction activities by preparing and conducting group instruction sessions as coordinated by the Bibliographic Instruction Librarian.
- B. To Prepare reference guides and other handouts in designated areas of subject expertise.
- C. To assemble exhibits for display in exhibit cases located in the main lobby.

4% 4. To serve on library committees as assigned by the University Librarian. To serve on university committees when selected by the University administration. Time percentage varies considerably depending on appointments each year.

4% 5. To engage in and maintain scholarly activity in librarianship and other subject disciplines, generally through professional reading, conference attendance, and contact with faculty and other scholars.

4% 6. To participate in activities of professional associations in areas of librarianship and/or other subject disciplines. Time percentage varies depending on positions held in specific years and on available administrative leave.

4% 7. To engage in research activities related to librarianship and/or other subject disciplines in proportion to amount of released time.

4% 8. To participate in other activities and functions of the department, division, or the library as a whole as needed or assigned.

POSITION REPORTS TO: Head of Humanities Department

UNIVERSITY OF BRITISH COLUMBIA LIBRARY

POSITION DESCRIPTION

LIBRARIAN

REVISED: May 27, 1992

ASIAN LIBRARY

POSITION NUMBER: 035

DIVISIONAL TITLE: Head of the Asian Library

SUMMARY OF RESPONSIBILITY:

The Asian Library provides bibliographic, reference, and circulation services to the faculty and students of this University and to others requiring use of the collection consisting of Chinese, Japanese, Korean, Indic and other Asian vernacular materials.

The Head is responsible for the organization, administration and operation of the Library, for the development of the collection to support programmes on Asia in many departments of the University, and for establishing and keeping contact with local Asian communities as well as Asian libraries in this and other countries.

QUALIFICATIONS:

A graduate degree in Library Science and an academic background in subject and language area within the scope of the Asian Library are required. A good working knowledge of at least one major Asian language and complete fluency in English are required. Familiarity with the bibliography of East and South Asian material is essential. A broad general knowledge of sources, publishing, and distribution of materials is desirable. Must have demonstrated ability to manage and direct a substantial Branch library including the ability to work with faculty, students, and Library colleagues, other members of the community involved in Asian affairs, and community organizations. Must be completely familiar with developments in and requirements of North American Asian collections, and be able to apply that familiarity to the development and operation of the Asian Library. The ability to take a balanced view of the collection and services to ensure that the needs of users in a variety of language and subject areas are met is essential.

RELATIONSHIPS:

The Head of the Asian Library works under the general direction of, and is responsible to, the Assistant University Librarian for Public Services. The Head works within the policies of the Assistant University Librarian for Collections on purchases of Library materials and collection building; the Assistant University Librarian for Technical Processing on matters of ordering and processing; and the Assistant University Librarian for Administrative Services in matters pertaining to personnel.

The Head supervises the work of three librarians, two bibliographic associates and four members of the supporting staff.

The Head works with faculty members who teach Asian subjects in the Departments of Asian Studies, Anthropology and Sociology, Economics, Fine Arts, Geography, History, Linguistics, Music, Political Science and Religious Studies to select materials and assist with bibliographic research.

DUTIES:

Services

1. Provides assistance to faculty, students, and off-campus patrons in the use of the collection; in cases where the material required for use on the campus is not available, provides assistance also in identifying, locating and borrowing it from other Asian collections in North America through interlibrary loan.

2. Arranges for the preparation of subject bibliographies and indexes as required.

3. Organizes and participates in programmes of orientation to the Library for new students, staff, and visitors. Arranges for preparation and revision of guides to the use of the Library.

4. Maintains a dialogue with faculty users of the Asian Library regarding programs and special problems the Division is encountering.

5. Arranges for special displays and/or talks related to the availability and use of the vernacular materials, the unique features of the Library's holdings, and the significant characteristics of Asian culture.

6. Participates in professional activities relevant to Asian librarianship, through membership in associations, surveys conducted for and reports presented at conferences, contributions to professional publications, and lectures given at summer institutes or workshops.

7. Arranges for compilation of lists of duplicates to send to other Asian libraries and/or book dealers for exchange purposes.

8. Acts as liaison between the National Library of Canada and the National Library of Beijing of the People's Republic of China in matters concerning gifts and exchange.

Administration

1. Organization:

   a. In accordance with Library policy and in consultation with branch staff, establishes, supervises and participates as required in procedures related to budget control, book selection and searching, gifts and exchange, circulation, stacks and storage, inventory, serial check-in, pre-binding, publication, reference, bibliographic research, hiring and supervision of regular and part-time staff, and general organization and coordination of these procedures.

b. Following Library policy and in consultation with branch staff, establishes priority among different kinds of responsibilities, so that in case of staff shortage, major activities can be carried on without interruption or hindrance to the organization as a whole.

c. Develops and revises divisional manuals.

d. In accordance with Library policy and in consultation with branch staff, plans and participates in special projects such as microfilming local Chinese newspapers, compilation and revision of reference lists, conducting surveys on specific subjects, providing guided tours to visitors of the Library, giving talks at local secondary schools, planning for Open House displays to promote interest in Asian culture, etc.

2. Personnel:

a. Interviews and selects new staff in consultation with the Assistant University Librarian for Administrative Services.

b. Trains and delegates the training of new staff.

c. Sets standards for staff and evaluates and prepares reports on their performances.

d. Reviews each staff member's performance with the staff member twice during the probationary period and annually thereafter.

e. Prepares and revises job descriptions of professional and non-professional staff positions. Requests classification of positions as required.

3. Budget, Statistics, Reports:

a. Prepares the budget submission of the Asian Library. Supervises the current rate of disbursement of funds for books and for hourly assistance.

b. When opportunity or need arises, seeks additional funding from agencies outside the University.

c. Initiates requests for supplies and equipment.

d. Compiles statistics relating to the growth and use of the collections in the Branch.

e. Prepares annual and other reports on the operation of the Branch.

4. Library Quarters:

a. Arranges the solution of physical plant problems with the appropriate authorities.

b. Plans and designs extensions, renovations, or new library quarters in consultation with the Assistant University Librarian for Public Services.

<u>Selection</u>

1. Is responsible for the development of collections policy for the Asian collection. Extensive consultation with faculty is required.

2. Is in charge of book selection for the Asian Library and responsible for scanning of current publishers' lists and book reviews and for soliciting advice from faculty on rare or expensive materials.

3. Establishes Blanket Order or Approval system with book agents in Hong Kong, Japan and Taiwan for current materials if considered desirable, and ensures that instructions concerning selection of library materials are followed as stipulated in the contracts.

4. Conducts correspondence with publishers, book dealers, individuals and institutions in Asian Studies for retrospective materials.

Policies, Planning and Development

1. Interprets and implements general Library policies as applicable to the Asian Library, with guidance from appropriate Library administrative officers.

2. Formulates policies and develops programmes for services to be offered by the Branch, in consultation with the Assistant University Librarian for Public Services.

3. Attends meetings of the Public Service units and other Library meetings as required.

4. Attends meetings of the Department of Asian Studies and the Institute of Asian Research that concern the Branch.

5. Conducts staff meetings.

6. Serves as Secretary of the Asian Library Advisory Committee.

7. Acts as the Library's RLG Member Representative and attends appropriate meetings.

8. Acts as liaison between the UBC Library and the Northwest Regional Consortium for Southeast Asian Studies and attends appropriate meetings.

9. Attends annual conferences of the Association of Asian Studies and the Committee on East Asian Libraries.

10. Keeps abreast, and informs staff, of developments in the field of Asian Studies and librarianship.

STANDARDS OF PERFORMANCE:

Maintaining awareness of developments in Asian studies and interdisciplinary programmes on Asian subjects, particularly those affecting services and the curriculum; maintaining familiarity with the Library's organization of services and its policies and procedures; effective collection development; administrative efficiency; good public, inter-division and staff relations; together culminating in successful library service.

UNIVERSITY OF BRITISH COLUMBIA LIBRARY

POSITION DESCRIPTION

LIBRARIAN

REVISED: August 1991

EDUCATION LIBRARY

POSITION NUMBER: 358

DIVISIONAL TITLE: Reference Librarian

SUMMARY OF RESPONSIBILITY:

Provides reference and information services to Education students and faculty; participates in process of building Education Library collections; supervises support staff in specific areas of responsibility; engages in outreach activities with selected faculty.

QUALIFICATIONS:

A graduate degree in Library Science is required. Ability to communicate effectively in person and in writing is essential. An undergraduate degree in Education or teaching experience is highly desirable.

RELATIONSHIPS:

Reports to the Education Library Head Librarian. Supervises the Audio-Visual Supervisor and Reference Assistant. Works with other librarians, faculty, staff, students and the public.

DUTIES:

1. Reference: Provides reference and bibliographical services to students and faculty in Education. Instructs and assists patrons individually and in small groups in the use of catalogues, indexes and other reference tools. Directs students to sources of relevant materials located elsewhere on or off campus. Develops bibliographies and other reference aids. Performs online database searches when appropriate.

2. Orientation and Instruction: Helps to plan, publicize, schedule and carry out the branch orientation program. Prepares written guides when needed. Shares the responsibility for publishing a monthly bulletin. As time permits, engages in more intensive programs of collaborative planning and teaching with selected faculty.

3. Collection development: Discusses collections policies and problems with the Division Head and at branch meetings. Selects materials of all types suitable to the division but has a particular responsibility for nonbook materials and juvenile literature.

4. Policy development: Participates in meetings of Education Library librarians and Head to discuss problems and make policy decisions.

5. Supervision and management: Supervises the senior library assistant processing and organizing nonprint materials, booking videos, maintaining copiers, collecting money and working on the Information Desk. Works out procedural changes with the LA 4 involved and discusses major issues with the Division Head.

STANDARDS OF PERFORMANCE:

Provision of reference and instruction in an effective and courteous manner; familiarity with all aspects of collection development; responsiveness to Faculty needs; ability to work cooperatively with other Library staff; development and maintenance of a knowledge of Library and Branch policies and procedures, and interpretation of these to Library users; effective training and supervision of support staff.

UNIVERSITY OF COLORADO LIBRARIES

POSITION DESCRIPTION

ASSOCIATE DIRECTOR FOR TECHNICAL SERVICES:

POSITION SUMMARY: The Associate Director for Technical Services is a tenure-track faculty position, reporting to the Dean and Director of Libraries. The Associate Director administers the Technical Services Division which carries out the functions of acquisitions, preservation, serials control, and original and copy cataloging for materials acquired and processed centrally for the University Libraries. The Division includes 10.25 faculty 43.5 classified staff, and ca. 5 fte students. Technical processing is carried out using the CARL (Colorado Alliance of Research Libraries) automation system, which encompasses aspects of Acquisitions, Cataloging, Inventory, and Serials control. The Associate Director is responsible for planning, formulating and administering policies in areas of divisional responsibility, and serves as the Libraries' liaison to the CARL Users Group.

1. Directs the day-to-day operations of the Division

2. Meets regularly with other members of the Libraries Cabinet to coordinate effective delivery of Library services

3. Evaluates the performances of divisional department heads

4. Serves as a member of the Libraries Administrative Cabinet and participates in general and long range planning for the Libraries

5. Develops goals and objectives for the Division in support of Libraries policies

6. Communicates Technical Services activities, policies, needs, etc. throughout the Libraries as appropriate

7. Represents Technical Services at a variety of meetings, including the Libraries Council (Department Heads), Bibliographers, and Public Services, and at non-Libraries meetings (e.g. BFA Libraries Committee) as needed

8. Serves as the Libraries representative to the CARL Users Group, an assignment entailing

    a. Chairs the CU Libraries CARL Advisory Group
    b. Conveys to CARL formally and informally CUB's specific needs with regard to the CARL system
    c. Participates in the ongoing development, design and implementation of the CARL system
    d. Monitors CARL performance with regard to CUB's requests and needs
    e. Keeps the Dean apprised of CARL developments of special interest to the CARL Council
    f. Communicates CARL activities and developments throughout the Libraries
    g. Chairs the CARL Bibliographic Issues Committee

9. Monitors divisional budgets, including student wages, binding, bibliographic network fees, etc.

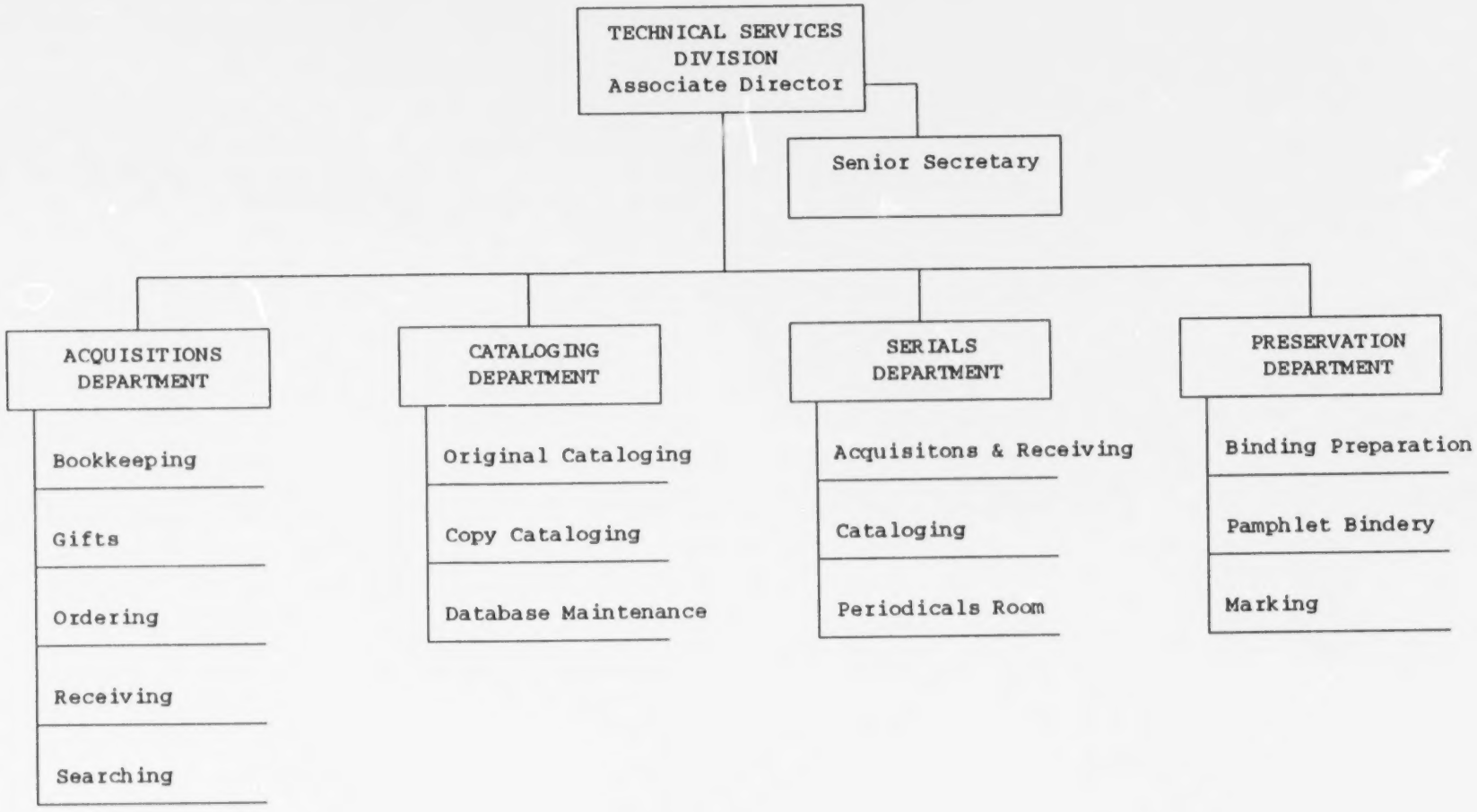
SCHOLARLY WORK AND SERVICE RESPONSIBILITIES:

Develops and maintains a level of scholarly, professional, and community service, communication and activity through such avenues as:

a. professional memberships
b. conference attendance
c. service to the institution, the profession, and/or the community through serving on committees or in elective office
d. active inquiry or research leading to publication
e. teaching
f. presentation of papers, participation in panel discussions, etc.
g. participation in appropriate continuing education opportunities.

March 24, 1992

UNIVERSITY OF COLORADO AT BOULDER LIBRARIES



March 2, 1993

UNIVERSITY OF COLORADO LIBRARIES

POSITION DESCRIPTION

HEAD, CATALOGING DEPARTMENT:

The Head of the Cataloging Department is a tenure-track position, reporting to the Associate Director for Technical Services. The Department Head is responsible for the overall management of the Department, which consists of 7.1 faculty, 12 support staff, and student assistants. The Department is responsible for original and copy cataloging of monographs, database maintenance, retrospective conversion, and coordination of cataloging policy. Cataloging is performed on OCLC for inclusion in the local system. The Department participates in NACO and Enhance, and has agreed to join NCCP. Working within the framework of University Libraries procedures and policies, the Head:

1. Plans, organizes, and coordinates the activities of the department

2. Provides leadership in formulating department goals and objectives; carries out established goals and objectives of the department and of the Libraries

3. Establishes, maintains and reviews the policies and procedures of the department in light of the overall needs of the Libraries as well as the capabilities and role of the department; documents policies and decisions made

4. Maintains liaison with other Libraries departments; communicates and coordinates department needs, policies and practices; interprets Libraries and department policies to library personnel within and outside the department, and as necessary to library users

5. Represents department concerns and provides input for planning at a variety of library meetings; recommends policy and procedure changes as appropriate. Chairs the Central Cataloging Policy Committee

6. Communicates the University Libraries' plans, concerns and matters of general interest to department personnel

7. Participates in the planning process of the Division

8. Supervises directly or indirectly department personnel, including, as appropriate according to the nature of supervision:

    a. Assigns areas of responsibility and general duties
    b. Provides training and staff development opportunities
    c. Writes or reviews annual written performance evaluations
    d. Initiates personnel actions, requests position audits, prepares job descriptions, etc.
    e. Hires, or participates in the selection of department faculty and staff
    f. Assesses staffing needs of the department, and prepares justifications for changes in staffing levels. Budgets student assistance

9. Determines Department equipment, supply, and furniture needs, preparing justifications and requests as needed

10. Monitors Departmental performance. Provides monthly, annual, and special reports to the Associate Director covering the activities of the department

11. Serves as a prime Libraries' contact person for questions regarding OCLC equipment, software, etc. Monitors the Libraries' OCLC activities and expenses

12. Participates in ongoing development and application of the automation systems

13. Participates as a member of the University Libraries Administrative Council

14. May assist in selection of materials for the Libraries' collection

15. Maintains a consistent record of significant contributions in the areas of research and/or scholarly activity and service

March 3, 1993

UNIVERSITY OF COLORADO BOULDER LIBRARIES
POSITION DESCRIPTION

MONOGRAPHIC CATALOGER:

POSITION SUMMARY: This Monographic Cataloger position is a tenure-track faculty position reporting to the Principal Cataloger. Primary job duties include performing original and some complex copy cataloging of monographs representing a variety of formats, languages, subjects, and levels of difficulty. Cataloging is performed on OCLC for inclusion in the CARL (Colorado Alliance of Research Libraries) database and regional network. Standards in use include AACR2, LCSH, and LC classification. Catalogers participate in NACO and ENHANCE. A significant part of the responsibilities of the Monographic Cataloger include research and creative work and service, in keeping with the tenure standards of the University of Colorado at Boulder.

JOB RESPONSIBILITIES:

1. Performs original and some copy cataloging of monographs, including description and subject analysis:

    a. Works handled include books and materials in other formats.
    b. Materials are handled within the framework of Libraries priorities.
    c. Works require primarily original cataloging. Copy cataloging may be performed either because of its difficulty, or for instructional purposes.
    d. Items may be in any modern European language.
    e. Works may be on any subject.

2. Performs local authority work as necessary for names, series, and subjects encountered in the course of work and creates authority records for NACO as appropriate.

3. Searches the CARL and OCLC databases as necessary to assist in cataloging. Identifies records for ENHANCE as appropriate.

4. Prepares cataloging data for input, assigning codes and tags to bibliographic and internal data. Performs post-input editing as necessary.

5. In accordance with Department and Division policy, reports for correction or resolves problems arising from obsolete, conflicting, or incorrect cataloging from the past.

6. Performs recataloging and/or reclassification as required.

7. May perform or assist with complex retrospective conversions.

8. Assists in monitoring the flow of materials entering and leaving the unit, making decisions as to the speed or level of cataloging to be performed.

9. May perform or participate in special Unit or Departmental cataloging, catalog maintenance, or other processing projects.

10. Participates in the deliberations of the Unit, assisting in the delineation of policies and practices relating to cataloging.

11. Keeps abreast of revisions in cataloging rules, and trends in cataloging practices. Applies new rules and interpretations as appropriate. Brings changes to the attention of the Unit Head as appropriate for discussion and possible implementation.

12. Maintains awareness of technological advances affecting cataloging, including the impact that local, network, or national capabilities may have on cataloging operations and catalog access. Brings problems and possibilities to the attention of the Unit Head for resolution or discussion.

13. May participate in the selection of materials for the Libraries collections.

14. Performs other related duties as assigned.

15. Maintains a consistent record of significant contributions in the areas of research and/or scholarly activity and service.

July 24, 1992

The University of Georgia

A Library

Libraries

Athens, Georgia 30602

POSTN #: ASTL 34
CLASS: Librarian II

POSITION: Personnel Librarian

DIVISION/DEPARTMENT: Administrative Services/Personnel

PURPOSE AND SCOPE:

The Personnel Librarian is responsible to the Director of Libraries for administering all aspects of the Libraries personnel program and developing and implementing orientation and staff development programs for all Libraries' employees, and supervising classified staff in the Libraries' Personnel Unit. The Unit consists of the Personnel Librarian, Personnel Assistant, Secretary, and Student Assistant and is responsible for developing and managing the personnel program for a staff of 70 librarians, 170 classified staff, and 250 student assistants.

DUTIES AND RESPONSIBILITIES:

Manage the program for recruitment and appointment of librarians, including serving on search committees as liaison for administrative matters, and participate in related programs such as contract renewal and promotion.

Supervise the classified staff and student assistant personnel programs including all policies and procedures related to recruitment, appointments, evaluations, transfers, classification actions, and terminations.

Supervise, train, and evaluate staff involved in the daily operation of the unit.

Plan and implement a comprehensive program for orientation and staff development of all Libraries' staff, coordinate programs presented by external agencies and conduct in-house workshops, seminars, etc.

Serve as liaison with University Personnel Services, the Affirmative Action Office staff, and other offices as appropriate.

Participate in planning and managing the personnel budget of over $4 million.

Maintain familiarity with University, State, and Federal regulations and policies affecting personnel programs.

Participate in the formulation of Libraries' personnel policies; develop and maintain a comprehensive manual of personnel policies and procedures.

(over)

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Counsel staff and supervisors on personnel concerns and interpret library and university personnel policies and procedures.

Maintain an awareness of the personnel needs of the various Libraries' departments and assist those departments in planning to ensure effective utilization of library staff.

Monitor the University Affirmative Action Policy within the Libraries.

Represent the Libraries through active participation in professional organizations on state, regional, and national levels.

Assume other similar duties and responsibilities as required.

QUALIFICATIONS:

Master's degree from ALA-accredited library school; Knowledge of and demonstrated interest in academic or research librarianship, preferably including two years of experience in a large academic library; Successful experience in supervising staff preferred; Ability to work effectively with all levels of library staff and with other university personnel; Interest in and ability to present effective orientation and staff development programs; Knowledge of principles of personnel management; Ability to handle personnel matters with sensitivity and confidentiality; Demonstrated sound judgment and problem solving abilities; Commitment to affirmative action guidelines; Excellent oral and written communication skills; Effective organizational skills.

The University of Georgia

M. Library

Libraries

Athens, Georgia 30602

POSTN#: ASTL 18 (Risner)
CLASS: Librarian I

POSITION: Reference Librarian

DIVISION/DEPARTMENT: Public Services and Collection Development/Reference

PURPOSE AND SCOPE:

Reference Librarians in the Main Library are responsilbe for assistang students, faculty, staff and others in making effective use of library resources in the humanities and social sciences. To achieve this goal, Reference Librarians provide general reference, instructional, and referenal services; conduct formal library instruction through general tours and spcialized presentations; prepare biliographies and guides; perform computerized database searches; and assist end-users with computer databases, such as the Online Catalog and CD-ROM products. In addition, each Reference Librarian contributes to development of the ference collection through selection and weeding. The Department is composed of 11 librarians and 4 support staff. Reference Librarians report to the Head of the Department.

DUTIES AND RESPONSIBILITIES:

Provide in-person and telephone reference service 12-18 hours per week at the reference desk, with some night and weekend work. Includes the possibility of providing services in another library unit 2-4 hours per week.

Develop familiarity with the reference collection and keep up-to-date with new reference sources.

Participate in user education programs, including library orientation and bibliographic instruction sessions.

Search online databases and assist with end-user searching.

Participate in the development of technology-based references systems.

Prepare bibliographies, guides to library resources, and other instructional aids.

Evaluate and select reference materials in assigned subject areas.

Contribute to the development and evaluation of Reference Department policies and services.

Work with campus and community groups to enhance information services.

Participate in professional development activities.

Assume other duties and responsibilities as assigned.

(over)

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QUALIFICATIONS:

ALA-accredited MLS; Advanced reference courses in the social sciences or humanities, or relevant experience; Working knowledge of basic reference sources; Interest in user education; Knowledge of computer database searching on systems such as BRS, DIALOG, or CD-ROMS; Working knowledge of one foreign language; Effective oral and written communication skills; Ability to establish and maintain effective working relationships: Undergraduate degree in the social sciences or humanities preferred.

M. Library

The University of Georgia

Libraries

Athens, Georgia 30602

POSTN #: ASTL 68
CLASS: Librarian III

POSITION: Head, Circulation Department

DIVISION: Public Services

INTRODUCTION:

The University of Georgia, the nation's oldest state chartered land-grant university and the major institution in the University System of Georgia, has an enrollment of over 27,000 students in 13 schools and colleges, offering baccalaureate, master's, doctoral, and professional degrees. Included in the University of Georgia Libraries are the Main (Ilah Dunlap Little Memorial) Library, the Science Library, and various laboratory collections and off-campus research facility libraries. The collection includes over 2.9 million volumes with 32,000 titles on subscription or standing order. The current acquisitions budget is $3.9 million. The University of Georgia Libraries is a member of the Association of Research Libraries, the Center for Research Libraries, and a charter member of SOLINET (Southeastern Library Network) through which participates in OCLC.

PURPOSE AND SCOPE:

The Head of the Circulation Department is responsible to the Assistant Director for Public Services for the planning, organizing, supervising and coordinating of the staff and activities of the Main Library Circulation Department. The Department is organized into four units: Circulation Desk, Circulation Office, Reserve Desk, and Stack Maintenance. The staff is composed of two librarians, 20 support staff, and 26,000 student hours. The annual circulation of library materials at the Main Library Circulation Desk and Reserve Desk ranges between 350,000-400,000 items. Over 1,500,000 volumes are shelved each year. Circulation service is provided 95 hours per week. The University of Georgia Libraries has developed a circulation subsystem of GALIN, the in-house automated system.

DUTIES AND RESPONSIBILITIES:

Develop and implement policies, procedures and routines pertaining to the Circulation Department.

Coordinate the activities and the utilization of staff in the Circulation Department's four units, which include the Circulation Desk, the Circulation Office, the Reserve Desk and Stack Maintenance.

Supervise Circulation Department supervisors and ensure appropriate training, evaluation and staff development. Make recommendations regarding hiring, salary increases, promotion, reclassification and termination.

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Act as liaison between the Libraries and the Division of Public Safety. Consult with the supervisor of the Service Officer program and train new service officers in their responsibilities at the Main Library. Coordinate all security related matters at the Main Library.

Maintain open and effective communication with both the University and non-University community. Handle all inquiries, problems and complaints as they relate to the Circulation Department.

Direct the enhancements of the automated circulation subsystem and the implementation of new functions within the circulation subsystem.

Advise and consult with each supervisor in the Circulation Department. Participate with each supervisor in the interviewing, hiring, evaluation, and terminating of Circulation personnel.

Promote communication within the Department, the Public Services Division, and the Libraries by encouraging and actively engaging in the exchange of information.

Manage routine administrative duties, such as maintaining cash funds, approving personnel leave, preparing statistical reports, certifying University personnel for access to collections of other libraries, authorizing borrowing privileges for non-University patrons.

Participate in continuing education and professional development activities

Assume other duties and responsibilities as assigned.

QUALIFICATIONS:

Master's degree in library science from an ALA-accredited school; Two years circulation experience, preferably in a large academic library; Additional public service experience desirable; Two years substantial management experience, preferably including successful personnel management and supervision of more than one work unit; Extensive working knowledge of circulation procedures; Effective oral and written communication skills; Ability to work effectively with colleagues, students, and faculty; Knowledge of automated circulation systems.

rev. 4/91

The University of Georgia

A Library

Athens, Georgia 30602

Libraries

POSTN #: ASTL 53
CLASS: Librarian II

POSITION: Reference Librarian

DIVISION/DEPARTMENT: Public Services/Reference

PURPOSE AND SCOPE:

Reference Librarians are responsible for assisting students, faculty, staff, and others in making effective use of library resources in the social sciences and humnaities. To achieve this goal, Reference Librarians provide general reference, instructional and referral services; conduct formal library instruction through general tours and specialized presentations; prepare bibliographies and guides; and perform computerized database searches. In addition, each Reference Librarian contributes to the development of a reference collection in the social sciences and the humanities through selection and weeding. The Department is composed of 11 librarians and 3 support staff; Reference Librarians report to the Head of the Department.

DUTIES AND RESPONSIBILITIES:

Provide in-person and telephone reference service involving approximately 12-18 hours per week at the reference desk with some night and weekend work, and the opportunity to provide reference service in another public services unit approximately 2-4 hours a week.

Develop familiarity with the reference collection and keep up-to-date with new reference sources.

Conduct library orientation and user education sessions.

Search online databases and assist with end-user searching.

Prepare bibliographies, guides to library sources, and other instructional aids.

Evaluate and select reference materials in assigned subject areas.

Contribute to the development and evaluation of Reference Department policies and services.

Participate actively in the profession and work with other campus and community groups to enhance information services.

Assume other duties and responsibilities as assigned.

An Equal Opportunity/Affirmative Action Institution

QUALIFICATIONS:

ALA-accredited MLS; Advanced reference courses in the social sciences or humanities or relevant experience; Working knowledge of basic reference sources; Effective oral and written communication skills; Ability to establish and maintain effective working relationships; Interest in library orientation, user education, and online database searching; Undergraduate degree in the social sciences or humanities preferred; Working knowledge of at least one foreign language.

Rev. 4/91

INDIANA UNIVERSITY LIBRARIES
Bloomington, Indiana 47405

LIBRARY FACULTY POSITION DESCRIPTION FORM

Name: Years covered:

Position Title:

If other than full time, please indicate:

Campus:

Library / Branch / Department:

Immediate Supervisor(s):

Department Head:

Note: This position description is in part intended to give the Personnel Officer an informed and practical over-view of the duties of your position and the special qualifications necessary for their successful completion. It is also intended to provide both the librarian and his/her supervisor with a common ground on which to proceed to a realistic and objective annual performance evaluation, and should be updated as required with this in mind.

A work-sheet copy of this description form should be provided each librarian. The librarian should have at least three days in which to complete, and possibly revise, this form. At the end of this time, librarian and supervisor should confer to discuss revisions of this draft mutually to be agreed upon, meeting more than once if required.

Sample descriptions are appended to assist in using this form. These samples are meant only to be guides, with no implications that these are the duties assigned to such positions.

Faculty Standards and Development Committee

I. Primary responsibilities

Please list here, in tabular form, those duties which you regularly or occasionally perform on which the majority of your time is spent. The duties should be directly connected with the title of your position and the

function of your department. If these duties include any significant one-time projects, please specify.

II. Secondary responsibilities

Please list here, in tabular form, those duties which you regularly or occasionally perform but which do not require the majority of your time. These duties should include regularly scheduled departmental or administrative meetings, but should not include committee appointments unless service is ex-officio.

III. Qualifications

Please list here any special qualifications for the completion of your primary responsibilities. If previous library experience is essential, please indicate its length and nature. Other qualifications might include language skills, advanced degrees in non-library areas, non-library experience, etc. If such qualifications would be merely helpful rather than essential, please do indicate.

KENT STATE UNIVERSITY

TITLE OF POSITION: Reference Librarian, University Libraries

ORGANIZATIONAL UNIT: University Libraries

REPORTS TO: Head, Reference Department, University Libraries

SUPERVISES: N/A

PURPOSE OR FUNCTION OF POSITION: To actively participate in carrying out the Reference Department's functions, namely: to support the Library's public service functions through professional assistance to user populations; advisory services; collection development and interpretations; and through preparing and presenting orientation programs; and special bibliographic lectures (as requested by teaching faculty); and library tours.

DUTIES AND RESPONSIBILITIES:

1. To provide reference/information services between 25-32 hours per week including one evening per week and to share Saturday/Sunday and holiday duties equally with all other reference librarians.
2. To orient/instruct students, faculty and other library users in the use of library resources individually or in groups.
3. To evaluate and recommend for purchase, continuation or cessation of serial subscriptions based on users' needs; to participate in developing the reference collection to make it viable.
4. To cooperate in the task of identifying and referring users to other library collections in the area, and remain aware of research holdings at other university libraries.
5. To communicate the attributes of the library's services and collections through correspondence when necessary and development of library guides.
6. To participate in recording statistics to measure reference desk activity.
7. To attempt to maintain horizontal compatibility among the staff which includes open communication in organizational functions and relationships.
8. To participate in other special reference/information activities as assigned by the head of the reference unit.

STANDARDS OF PERFORMANCE:

Continually striving to improve library systems and/or services, being creative and innovative on the job, and working within and assisting in the formulation of policies and procedures for the successful operation of the University Libraries.

Maintaining a current knowledge of developments in library science or related field(s), and in the appropriate areas of specialization.

Reflecting and implementing professionalism as described, for example, in various segments of "Library Education and Manpower: A Statement of Policy Adopted by the Council of the American Library Association", June 30, 1970 (reprinted in *Advances in Librarianship*, vol. V, 1975).

Contributions made towards the central mission of the University Libraries namely to procure, organize and/or disburse the materials and services that are vital to the support of both ongoing and future programs of the University.

Establishing mutually agreeable goals to be achieved with the Director of Libraries, evaluating periodically the progress made towards such objectives, and ascertaining the causes of problems that result from the implementation of the same.

To ensure that the activities of the Reference Services are carried out in accordance with the mission and policies of the University Libraries.

RDH:ck

POSITION DESCRIPTION

NAME:

TITLE: Authority/Online Catalog Maintenance Librarian

ORGANIZATIONAL UNIT: University Libraries and Media Services

REPORTS TO: Head, Bibliographic Control Department

SUPERVISES: Civil Service employees
Student Assistants

PURPOSE OR FUNCTION OF POSITION: To support the Libraries' Technical and Public Services functions by assuming responsibility for the intellectual content of local authority files; maintaining authority control in the public catalog; and, coordinating maintenance of the local bibliographic database

DUTIES AND RESPONSIBILITIES:

1. Manage the daily operation of the Authority/Online Catalog Maintenance Unit as it discharges its major responsibilities:

   A. Establishing (or assisting catalogers in the establishment of) authority records for names, series, subjects, and uniform titles to be added to the Kent State University Libraries and Media Services local authority database.

   B. Transfer or input of Library of Congress authority records from the OCLC database or from locally-owned LC source files into the KSU Libraries' authority file.

   C. Keying of Kent's original authority records into the Libraries' authority file.

   D. Bibliographic database maintenance, including:

      1. Detection and correction of errors in bibliographic, holdings, and item records;
      2. Reflecting current headings in the bibliographic database;
      3. Elimination of duplicate records;
      4. Restoration of missing records;
      5. Processing of monographic adds, withdrawals and transfers

   E. Physical processing of materials to be added to the Kent main and branch libraries.

2. Formulates and implements policies, procedures, and workflow related to each of the above activities.

3. Insures that these policies and procedures conform to national standards (OCLC, USMARC, LC, AACR2, LCSH), as well as meet the needs of the Kent State University library system.

4. Provides training in use of the OCLC and NOTIS systems, and bibliographic tools for members of the Authority/Online Catalog Maintenance Unit and for other members of the library staff in both the Public and Technical Services Divisions.

5. Works closely with other library departments to resolve online catalog problems they encounter or to improve online catalog access.

6. Prepares production statistics.

SCOPE OF AUTHORITY:

Line - Provide general direction for the staff of the Authority/ Online Catalog Maintenance Unit.

Staff - Advise library administration regarding those aspects of Technical Services related to Authority and Online Catalog Maintenance.

STANDARDS OF PERFORMANCE:

1. Takes an innovative and creative approach to the improvement of library systems and services.

2. Works within and assists in the formulation of policies and procedures for the successful operation of the University Libraries.

3. Maintains a broad knowledge of developments in library and information studies and related fields and in appropriate areas of specialization.

4. Reflects and implements professional standards.

5. Maintains open communication among members of the Authority/Online Catalog Maintenance Unit and other library departments.

6. Contributes to the central mission of the University Libraries and Media Services, which is to procure, organize, and make accessible material and services vital to the support of both present and future programs of the University.

7. Meets Library Administration Faculty and University requirements for reappointment, promotion, and tenure.

rev. 9/91

McMASTER UNIVERSITY LIBRARY

The Position Accountability Statement

May 1991

Preamble

The numbered sections below represent a set of proposed guidlelines to aid each librarian in describing her or his position. They reflect an attempt to encourage conciseness and to avoid repetition without rendering the position accountability statement devoid of content. If the guidelines are followed, the resulting position accountability statement should not exceed three pages. In the interests of consistency across statements, a glossary of terms is also provided.

Guidelines for Writing a PAS

I. General Accountability

Write a brief, one-sentence statement of the primary function of the job. The statement should be written in terms that summarize its end results.

II. Supervision

(a) How many people do you supervise directly?

(b) How many people do you supervise indirectly?

In each case, be specific with regard to full-time versus part-time, and permanent versus temporary, employees.

III. Dimensions

Describe your job in measurable quantities of specific factors pertinent to your job (for example, the size of the collection, the number of students served).

IV. Committees

List your committee involvements, the position you hold in each committee, and the frequency of meetings.

V. Working Relationships

Describe the *principal* organizational relationships *outside* your own department or unit.

(a) List other departments (or, if appropriate, specific persons within those departments) with which you have contact. Indicate the nature and frequency of the contact.

(b) List relationships outside the library where these are important to your position. Indicate the nature and frequency of the contact.

VI. Specific Accountabilities

Provide a series of numbered statements that describe, in broad terms, what your job is intended to accomplish. These statements should *not* be a list of duties. Rather, you should group your duties according to their purposes, and these various purposes will indicate your specific accountabilities. There should be a maximum of seven statements of specific accountability, each no longer than a sentence and without sub-categories. Please avoid replication of aspects of your job included elsewhere in your position accountability statement under other headings (e.g., committee assignments).

VII. Problem Solving

Write a paragraph that explains how you apply your job knowledge in decision-making, analysis, evaluation, etc. This section should describe the kinds of problem solving that is unique to your position.

Glossary of Terms

A. Library Related Terms

University Library System: the Thode Science and Engineering Library, the Health Sciences Library, the Innis Room, the Lloyd Reeds Map Library and Urban Documentation Centre, and the Mills Memorial Library

division: areas represented by members of the Administrative Committee (Reader Services, Thode, Research Collections, Health Sciences, Processing Services, Collections, Systems)

department/unit: interchangeable, depending on structure of division

discrete function: must be a function, e.g., cataloguing, reference, collections, preservation; must be something that requires a specific knowledge base, rather than an extension of another knowledge base, e.g., music reference, serials reference, documents reference = reference; documents acquisitions ≠ documents reference

frequency: can be daily (e.g., public services librarians have daily contact with patrons), frequent (e.g., cataloguing librarians have frequent contact with other departments), regular (e.g., could be weekly or monthly contact), occasional (e.g., potential for it to happen)

major segment: division, as defined above

major phase: activity that has an impact on the Library (e.g., MORRIS)

B. Job Description Words

advise: to offer counsel with responsibility for some interpretation and decision making

analyse: to study parts, elements, or factors of a situation or problem in detail to determine course of action, solution, or outcome; examines critically for understanding the organization or nature of

assist: to help other persons in the performance of some task for which the group being assisted has prime responsibility

collaborate: to work or act jointly with another with equal responsibility

coordinate: to bring into common action with others, to obtain a result that requires action on the part of several persons. To bring into common action, condition, or harmony

determine: to come to a decision as a result of investigation or reasoning

develop: to go through the process of evolving the specified action or plan

ensure: to take all steps necessary to make certain that a specified action takes place

establish: to ensure permanent acceptance for a specified action or requirement

evaluate: to ascertain the value, or judge the relative worth, of

implement: to fulfil or put into practice management policies or decisions

initiate: to bring into practice or use, introduce by first doing or using

maintain: to carry on, keep up-to-date a document, record, or condition

monitor: to watch over in order to ascertain indications of possible deviation from acceptable standards so that prompt action can be taken to avert problems

participate: to have a share, in common with others, in acting as specified

promote: to contribute to the growth, advancement or prosperity of

recommend: to suggest strongly or propose that specified action be taken

responsible: Does not do but is held accountable for the official purpose of taking or recommending appropriate action

supervise: to exercise active direction over, and critically evaluate, those subordinates having a direct reporting relationship and those activities which have been delegated to the subordinate positions where the majority of the person's time is occupied by supervision and direction of other employees

McMASTER UNIVERSITY

POSITION ACCOUNTABILITY STATEMENT

POSITION: Business Librarian DATE: November 29, 1989

INCUMBENT:

LOCATION: Business Library (Innis Room)

SUPERVISOR: Associate University Librarian, Reader Services, Mills Library

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ACCOUNTABILITY

The Business Librarian is accountable for the operation of the Business Library and its various services over long hours of opening; for the provision of specialized reference services in the areas of Business and Economics; and for the maintenance and development of the Business Library collection.

The Business Librarian reports to the Associate Librarian for Reader Services. Supervision is on a level of mutual consultation rather than close supervision.

REPORTING RELATIONSHIPS

Five positions report to the Business Librarian: a Senior Library Assistant, three Library Assistants, and a Library Intern (September to April).

DIMENSIONS

Five positions report directly to the incumbent; three student assistants report indirectly.

The Business Library serves the 1600 members of the Faculty of Business and also the faculty and students of the Economics Department, both areas with a high percentage of graduate students and faculty members. The library also serves other members of the university, the general public, and other Business libraries.

DIMENSIONS - continued

The Business Library collection consists of 15,000 monograph and periodical volumes, 27,000 microfiche items, a reserve collection of 3,000 items and an extensive reference collection of 700 volumes, working papers, and vertical files.

Over 215,000 users enter the Business Library annually. 50,000 reserve transactions, 15,000 stacks circulation transactions and 1,200 reference questions are handled each year.

WORKING RELATIONSHIPS

Daily contact with students, faculty and other users of the Business Library to answer reference questions, to provide assistance and instruction in the use of the collection, to conduct online searches,to deal with problems, complaints, etc.

Frequent contact with members of the Faculty of Business to discuss collections development, the ordering of special materials, the procedures and policies of reserves, and course instruction on library resources, etc.

Regular contact with the administrators in the Faculty of Business to discuss areas of mutual interest, such as, programme evaluation, space, photocopying, etc.

Daily contact with the staff of the Reference, Serials and Documents Departments of Mills Memorial Library for reference consultation.

Occasional contact with the staff of McMaster's Health Sciences and Science & Engineering Libraries for reference consultation.

Occasional contact with other business, special and public libraries for reference consultation and other matters of mutual concern.

Daily to weekly contact with all units of Technical Services, and occasional contacts with the Documents Department, for the resolution of problems in ordering, processing and cataloguing materials for the Business Library collection.

Occasional contact with the Interlibrary Loan Librarian to clarify policies and to discuss procedures as they apply to the Innis Room.

Regular contact with the Head of Reference and the Coordinator of Circulation Services to discuss problems, and policies and related problems.

WORKING RELATIONSHIPS - continued

Occasional contact with Library Personnel Services when hiring staff, and to seek advice on personnel policies and related problems.

Occasional contact with Library Administrative Services, Physical Plant staff and campus Security to address problems with the physical operation of the Business Library.

COMMITTEES

- member, Reader Service Heads Committee

- member, Circulation/Reserve Operational Group

- member, Computer-assisted Information Services Operational Group

SPECIFIC ACCOUNTABILITY

1. Is responsible for the operation of the Business Library:

   a) organizes and supervises the provision of access to the collection, of circulation and reserve services, and of directional assistance over long hours of operation;

   b) maintains and develops appropriate policies and procedures for the Business Library, ensuring that these policies and procedures and followup to them will allow for the efficient operation in the absence of the Business Librarian;

   c) supervises the ordering and processing of materials for reserve and supervises the operation of the circulation system to ensure a high quality of service;

   d) determines departmental priorities, coordinates staff work loads and deals with serious problems passed to the Business Librarian;

   e) prepares monthly and annual reports on the operation of the Business Library; assists in the preparation of budget and equipment submissions; prepares special reports, surveys, statistical summaries, as required.

2. Supervises the staff of the Business Library:

   a) selects, trains and evaluates staff;

   b) assists staff in job and career development and in acquiring knowledge of the library system as a whole;

SPECIFIC ACCOUNTABILITY - continued

2. c) trains the Library Intern and visiting Library Technicians on practical assignments.

3. Maintains and develops the Business Library collection:

   a) selects monographs, serials, government documents and reference materials; works with faculty library representatives to keep the collection responsive to the needs of its users;

   b) supervises the physical maintenance of the collections, arranges for stacks moves, transfers to Mills Library and storage, and maximizes the use of available space.

4. Provides a high quality of specialized reference service:

   a) develops an in-depth knowledge of and experience in Business and Economics reference work as well as an awareness of total library resources in these and related areas so that appropriate referrals may be made to other internal and external information sources;

   b) conducts online searches for students, faculty and outside users;

   c) gives library instruction through classroom discussions and tours, etc;

   d) prepares reference aids, such as, bibliographies and current awareness leaflets.

5. Maintains contact with faculty and administrators in the Faculty of Business to achieve smooth relations between the Business Library and its users and to ensure communication on matters of mutual concern.

6. Ensures that library wide policies are known and carried out in the Business Library and that local policies conform in spirit to those of other library units.

7. As one of three Reader Services area heads, assists the Associate Librarian in the policy discussions and decisions of that division.

PROBLEM SOLVING

The Business Librarian operates with a high degree of independence. The distance from direction created by the physical location of the Business Library, by the specialized nature of the work and by the other responsibilities of the Associate Librarian, mean that the Business Librarian must deal with almost all problems and policy decisions. At the same time, the Business Librarian must be able to identify the point at which consultation is necessary too prevent major problems from developing.

The nature of the reference and collection work is specialized in subject content and also in level since the users of the Business Library include a high proportion of faculty and graduate students working at a research level. New directions, such as engineering management, pose additional challenges.

The Business Librarian must identify and introduce improvements to reference service that will benefit the users. These include classroom discussion and demonstrations of resources, subject tours and preparation of bibliographies and current awareness leaflets.

Operating as the sole supervisor in an independent unit offering a wide variety of services over long hours of opening generates a multiplicity of large and small problems, requires constant work direction, and necessitates good relations with other library units. The Business Librarian must constantly identify and make adjustments necessary for smooth operation and a high level of service.

Of particular importance are public service skills in handling difficult public service situations such as recalcitrant borrowers, faculty members unclear or unhappy with reserve procedures, noisy users, general complaints. The Business Librarian must show judgement, awareness of priorities, and common sense in matching the requirements of the users to the resources available.

SIGNED:

INCUMBENT DATE March 13/90

ASSOCIATE LIBRARIAN DATE July 14 90.

UNIVERSITY LIBRARIAN DATE 90/iii/15

MCMASTER UNIVERSITY

POSITION ACCOUNTABILITY STATEMENT

POSITION: Librarian: Cataloguer DATE: March 15, 1990

INCUMBENT:

LOCATION: H. G. Thode Library of Science & Engineering,
Processing Services

SUPERVISOR:
Supervisor, Original & Special Materials
Cataloguing Section

ACCOUNTABILITY

The incumbent is responsible for the coding and original cataloguing, subject analysis, and classification of monographs and microform materials, chiefly in the subject area of music, including scores, books and sound recordings. Bibliographic records are created according to the AACR2 standard, LC subject headings and the LC classification schedules are applied, and the records are coded according to the MARC format adopted by UTLAS, so that materials will be organized in a consistent manner to enable library users to locate the desired information as efficiently as possible.

REPORTING RELATIONSHIPS

There are no formal supervisory duties. May supervise temporary staff on special assignments.

DIMENSIONS

The incumbent handles approximately 1500 titles per year, and revises and completes the work of one verifier in this subject area. Provides ongoing advice and instruction for other library assistants in Processing Services.

WORKING RELATIONSHIPS

Daily contacts with other members of the Processing Services Division concerning the cataloguing of monographs.

Occasional contacts with members of the Collections Division concerning location for material being catalogued.

Occasional contact with faculty concerning the bibliographic identity of problem music materials.

Frequent contact with staff of Mills Reference Department and Research Collections to answer general queries related to new or existing catalogue records, or to answer queries concerning music materials.

Regular contact with the music area staff of Mills Memorial Library to clarify and interpret catalogue information, or to discuss the bibliographic identity of problem materials.

Regular contact with users of Mills Memorial Library to answer reference questions, and to provide assistance and instruction in the use of catalogues, bibliographies, reference tools, etc.

SPECIFIC ACCOUNTABILITY

1. Catalogues materials in print, microform, or other formats requiring original cataloguing and/or classification in the subject area of music, including scores, books and sound recordings.

2. Is responsible for the original cataloguing of monograph material in the subject area of music; catalogues material in other fields as required.

3. Establishes authoritative forms of entry and determines references required for variant forms of entries.

4. Formats and codes catalogue records according to MARC formats and to McMaster coding standards; adapts and upgrades machine-readable records to the above standards.

5. Revises the descriptive cataloguing and preliminary subject work of verifiers.

6. Performs regular reference duties 1/2 day each week as a participant in the ongoing exchange of reference and cataloguing librarian.

SPECIFIC ACCOUNTABILITY - continued

7. Assists with the training of visiting library technicians, or temporary staff on special projects.

8. Is responsible for keeping up-to-date on the section's procedures, changes in cataloguing rules and on cataloguing practices of the Library of Congress and the National Library of Canada.

9. Suggests changes or modifications in procedures that may improve the internal efficiency of the Section, and brings to the supervisor's attention problems that may have implications beyond the Section.

PROBLEM SOLVING

Original cataloguing involves decisions on choice and form of entries, subject headings, classification numbers and references by the interpretation and application of established rules and the standard cataloguing tools. Judgement also involves a consideration of current and past McMaster policies and procedures. Consistency of interpretation and accuracy of application are essential for the creation of high quality records to ensure maximum access for McMaster users.

Each bibliographic item handled is unique but all new bibliographic records must be created to co-exist harmoniously with related records in the database. An in-depth knowledge of cataloguing practices, coding techniques, and file structure is required to create and maintain files that provide current and historical information for library users and staff.

Strong analytical ability is of particular importance in handling a wide diversity of materials. A broad academic background and a thorough knowledge of the library's collections and current collecting patterns are required in conjunction with a sound knowledge of cataloguing techniques. This combination of knowledge is also applied in the reference setting, which requires skill in using the reference interview and expertise in bibliographic searching techniques, in order to answer reference inquiries for individual patrons and assist them in meeting their information needs by instruction in the use of the resources.

PROBLEM SOLVING - continued

When providing reference service, judgement, analytical ability, expertise in bibliographic searching techniques and an in-depth knowledge of the collections of the Library are required to ensure that user's needs are matched with the resources available. Tact and skill in handling difficult public service situations is of particular importance. A courteous public service manner is necessary to deal with general complaints, questions about services and to explain policies and procedures.

SIGNED:

INCUMBENT DATE March 21/90

SUPERVISOR DATE Mar 27/90

DIRECTOR OF PROCESSING SERVICES DATE 27 March 1990

UNIVERSITY LIBRARIAN DATE 90/iii/27

MCMASTER UNIVERSITY

POSITION ACCOUNTABILITY STATEMENT

POSITION: Applied Systems & Instructional Services Librarian **DATE:** Jan. 24, 1990

INCUMBENT:

LOCATION: Mills Memorial Library

SUPERVISORS: Associate University Librarian, Systems Development
M. Maggs, Associate University Librarian, Reader Services

ACCOUNTABILITY

The incumbent is responsible for:

- dealing with staff and user needs pertaining to the Library's existing mainframe and micro-based systems, to facilitate their maintenance, refinement and effective use;

- for ensuring that new technology-based services for users are considered and introduced in a co-ordinated way, and for recommending appropriate supportive policies;

- for the co-ordination and development of systems-related instruction for Library staff;

- for the co-ordination and development of Library-wide user orientation and instruction;

- for ensuring that the interconnected Library-wide discussion and operational groups created for the exchange of information and opinion on technological developments and systems concerns are effectively satisfying both organizational objectives and staff needs.

REPORTING RELATIONSHIPS

The Computer Systems Assistant reports directly to this position.

The position accountabilities are achievable only through mobilizing, co-ordinating, directing, and responding to the efforts of other staff at all levels throughout the Library.

DIMENSIONS

The Library's existing mainframe systems include Documents, Circulation/Reserve, the Library database, Serials, Archival Indexing, and Maps. There are also various microcomputer applications:

- book ordering
- online searching
- newsletter mailing and inventory
- UTLAS costs
- CD Rom, etc.

Each of these systems has unique objectives, policies, processes and data handling requirements. There are more than twenty personal computers in the main system.

The systems communications structure consists of five Library-wide staff groups; information on all significant Library functions is channeled by the incumbent to/from staff in all units and at all levels.

The incumbent's role in the implementation of the OPAC is a key one, requiring the supervision of staff involved in many and varied analyses to support system profiling and the adjustment of complex software parameters to fit all parts of the McMaster Library System.

WORKING RELATIONSHIPS

Frequent contact with the University Librarian and the Associate University Librarians for Systems Development and Reader Services, as appropriate, for consultation and discussion of policy issues and priorities respecting initiatives and implementation projects.

Regular contact with the Computer Systems Assistant to coordinate the provision of software related support through staff training and information activities.

Frequent contact with division and unit heads to discuss the needs for new services and the benefits and mechanics of new approaches, applications, training and follow-up.

Regular intensive contact with a broad range of staff from all libraries who are involved in or interested in the pursuit of new systems or in the introduction of new user programmes.

Extensive contact with students and faculty for the introduction of new services and library instruction. There is also contact with faculty in relation to database information needs.

WORKING RELATIONSHIPS - continued

Regular contact with various C.I.S. staff: maintenance supervisors; senior programmers; analysts; data administrators, etc., to maintain systems services and products.

Chairs library-wide standing staff groups with differing objectives and terms of reference.

Occasional contact with appropriate staff in the libraries of other universities for consultation on matters of mutual interest.

Occasional contact with vendors and suppliers of computing and related equipment to gather product information or arrange demonstrations and trials.

COMMITTEES

- chair: Computer-Assisted Information Services Operational Group
- chair: Advisory Group on Library System Databases
- chair: Orientation Committee
- member: Circulation/Reserve Operational Group
- member: OPAC Project Steering Committee
- member: OCUL Microcomputer User's Group (McMaster Representative)

SPECIFIC ACCOUNTABILITY

1. Acts as a source of information, opinion and advice on the use(s) of existing systems and on the exploration of new initiatives. This demands a current and in-depth knowledge of all the Library's automated systems and functions, and an awareness of current developments in information technology.

2. Responsible for ensuring that a broad cross-section of staff can contribute to and understand systems developments in the Library, by supporting discussion and examination of proposals, initiatives and strategies, in the roles of chair of the Library Systems Forum and several task-oriented groups.

3. Monitors and facilitates the ongoing use of microcomputer hardware and software resources within Library units to ensure that policies, procedures and standards are appropriate and are being applied in accordance with the Library's microcomputing policies.

4. Evaluates, approves and processes requests for maintenance, refinement and outputs related to existing mainframe systems. Acts as Library liaison for all manner of requests to C.I.S. for services on Library systems, including direct and remote database access.

SPECIFIC ACCOUNTABILITY - continued

5. Coordinates the development of computer application functions based on standard end-user software packages, eg. dBase III, DB2. Ensures that reasonable alternatives are identified and considered, and that instructional support is appropriate.

6. Responsible for the effective design of new patron systems so that they are readily acceptable by Library users (call number searching, new database services, OPAC display parameters, etc.).

7. In consultation with Reference staffs, monitors user information requirements and expectations to determine needs for change, and works with staff and users to identify and address the issues involved and to develop appropriate new initiatives.

8. Responsible for smooth utilization of the NOTIS software, through the incumbent's role as Training Co-ordinator for the various NOTIS modules on behalf of the University Library System.

9. Plans and evaluates Library-wide initiatives in User Instruction and Orientation with the various reference staff, e.g. through responsibility for the Library component of the Arts and Science enquiry course; by developing computer-assisted Orientation programmes; by proposing a unified policy on service to high school students.

10. Helps to ensure that the various user constituencies understand and support Library services and initiatives, by developing and implementing ad hoc public relations activities, e.g. contacting new faculty; distribution and sale of Library automation products.

11. Acts as back-up to the Associate University Librarian, Systems Development, whenever necessary.

PROBLEM SOLVING

The incumbent's work requires dealing with the fluid situations associated with responsibilities that cross divisional management lines of library service, and which are subject to constant and speedy rates of change. The definition and resolution of series of related problems are a prerequisite of fitting new applications, new products and new services into the context of existing structures: problems of workflow to determine systems or training objectives/ramifications of a new initiative; problems of policy to devise working parameters and procedures for required tasks; problems of hardware trade-offs, to assess products; problems of mainframe and microcomputer software characteristics and constraints, to arrive at best feasible solutions; problems of content and presentation, to instruct staff and users.

PROBLEM SOLVING - continued

Successful performance of the job requires analytical ability, initiative, imagination and outstanding interpersonal skills, as well as a broad-based interest and current awareness of information technology. The introduction of the first microcomputer based reference services and the start of the implementation of the OPAC are samples where these problem solving skills are being utilized.

The incumbent must identify, address and resolve concerns emanating from a wide spectrum of faculty, students and staff.

SIGNED:

INCUMBENT DATE February 26, 1990

ASSOCIATE LIBRARIAN
SYSTEMS DEVELOPMENT DATE Mar. 12/90

ASSOCIATE LIBRARIAN
READER SERVICES DATE Feb. 26. 90

UNIVERSITY LIBRARIAN DATE 90/ii/26

UNIVERSITY OF MICHIGAN

CLASSIFICATION FOR LIBRARIAN POSITIONS

SEE: Library Personnel Manual Section C, pages 9-14 for information on classification policy.

SUMMARY OF THE PROCESS

The Classification Evaluation Committee makes recommendations for classification of librarian positions to the Dean, drawing information from several sources.

Written Job Description
A written position description is prepared by the supervisor or by the incumbent and the supervisor jointly. The position describes the major responsibilities and the expectations for the position.

On-site Job Audits
An interview of approximately an hour in length is conducted by two members of the Classification Evaluation Committee with the supervisor of the position. An additional interview is conducted with the incumbent (if any). The job audits offer an opportunity to examine the assignment in depth and to provide examples of how the work is performed.

Committee Discussion of the Position
Discussions are held to assure there is common understanding of the functions of the position. The Committee members review similar positions which have been recently classified to discuss parallels and differences with the position under review. If questions arise they may be clarified by e-mail, telephone, or additional short interviews.

Committee Recommendation
The Committee rates the position on the following criteria: knowledge required, difficulty of work, education and languages, experience, planning and policy making, impact within library and beyond, person-to-person contacts, managerial responsibility, and (if applicable) supervisory responsibility. Written justification of the recommended classification is forwarded to the Dean for final approval.

GUIDELINES TO PREPARATION

Determine the primary duties and the percentage of time per year to be devoted to each duty.

Treat each position as if it were vacant, and preferably as if it were a new position being analyzed and described for the first time. Identify the basic qualifications to get the work done. The fact that the incumbent may exceed those qualifications has no bearing on the minimum requirements.

Care should be taken to include only work performed by the incumbent which is a requirement of the position. Do not include temporary assignments such as committee appointments or membership and participation in professional organizations. Do not include work done by the supervisor or colleagues. Do not include duties formerly performed for which the position is no longer responsible, or duties which are possible in the near or distant future.

Quantify whenever possible; the more quantifiable or comparable data you can supply, the more readily the Committee will be able to compare and contrast this position's responsibilities with those of other positions.

Identify examples of work performed that fit the description. Provide examples of the work to be performed, of projects or procedures that may not be fully represented in the description.

Prepare for the interview by reviewing the sample questions in the Library Personnel Manual Section C pages p. 10 - 11.

FORMAT OF THE JOB DESCRIPTION

1. **Position title**
   Provide a descriptive title. Do not anticipate the classification, as in "Assistant Librarian for ...."

2. **Department, cluster or unit**

3. **Name of librarian (if there is an incumbent)**

4. **Immediate supervisor**

5. **Date job description is submitted**

6. **Background information**
   Describe the setting in which this position will be working. Include an organization chart of the unit and a description of the structure of the unit showing how this position fits into the unit's hierarchy and relates to other positions within the unit. Supply figures to support the size or complexity of the setting, e.g., number of faculty and students, annual book budget.

7. **Summary of job duties**
   Provide an outline of the major duties with their accompanying percentages of time.

8. **Descriptive detail of the job duties**
   Prepare a paragraph on each of the major duties. The description of the duties should reflect the level of knowledge, and any planning, management, or supervisory responsibility. Begin each sentence that describes duties with an action verb to give the Committee a full understanding of the general level of responsibility, e.g. "Directs all collection development activities, including..."; "Performs database searching in a variety of ..."; "Performs original cataloging of...."

9. **Nature of contacts**
   Describe the nature of the position's contacts within the unit, with the supervisor, and with the staff members supervised; outside the unit but within the Library; with patrons; with the University community; and with others outside the campus locally, regionally, and nationally. Provide an assessment of the position's impact due to these contacts.

10. **Experience**
    Indicate the minimum educational requirements, the minimum number of years of professional experience, and the kind of experience necessary to perform the assignment. Give the required and desired qualifications as they would appear in a job posting and not the qualifications of the incumbent, if any.

UNIVERSITY OF MICHIGAN

CLASSIFICATION SYSTEM FOR LIBRARIAN POSITIONS

POLICY

Effective April 1, 1978, the classification system for librarians of the University Library has been revised as described herein.

The classification system is composed of four grade levels:

Assistant Librarian
Associate Librarian
Senior Associate Librarian
Librarian

(A number of positions that bear the heaviest administrative responsibilities in the Library are outside the classified system.)

Responsibility for making recommendations to the Dean on the classification level of professional positions, Assistant Librarian through Librarian, is assigned to a Classification Evaluation Committee that will be governed by the following provisions.

* The membership of the Classification Evaluation Committee will comprise the following: four librarians with regular appointments, elected by the librarians; two members, appointed by the Dean; and a representative from the Library Personnel Office as a permanent ex officio member. The Representative from the Library Personnel Office will cast a vote in committee decisions only in case of a tie among the other members. Of the four elected, two will be from Public Services and two from Technical Services or other non-Public Services departments. The two members appointed by the Dean will alternate between Public Services and Technical Services or other non-Public Services departments.

* Each elected member will serve a four-year term, with two being elected every other year, one from Public Services and one from Technical Services. A member completing a four-year term will be eligible for nomination and election to another term only after a four-year interval. Appointments made by the Dean are also for four-year terms.

* The committee chairperson and recorder/chairperson-elect are elected to a one-year term during a given year. The terms of these officers can be renewed if the committee so desires. It is recommended that the officers be elected from experienced committee members.

* In October of alternating years a Nominating Committee consisting of three former members of the Classification Evaluation Committee will be appointed by the Dean. They will solicit nominations from the professional staff for election to the Committee. They will present a slate of three candidates from Public Services and three from Technical Services or other non-Public Services departments for a general election in November.

* Elections will be conducted by the Dean's Office.

PROCESS

The Classification Evaluation Committee gathers information to make classification decisions based on two main sources: first, the written position description (forms and instructions are attached), and, second, an on-site interview with the supervisor and with the incumbent when the position is not vacant. The following items might be discussed during that interview:

* Describe fully the major duties and responsibilities of your position.

* Relate the educational requirements, professional experience, and special skills noted in your position description to particular aspects of your job.

* Illustrate the types of problems that you are expected to solve on your own, and those that you would refer to a higher authority.

* Give an illustration of the type of operational (day-to-day) planning, if any, and the type of policy planning, if any, normally associated with your position.

* Specify whether the duties of the people you supervise are primarily of a routine or of a discretionary nature. Give examples. How many positions do you supervise, and at what performance levels do these function?

* With what positions within the Library or outside the Library do you have regular contact? Describe the nature of this contact.

* Describe those aspects of your position that you feel have not been adequately covered, either on the position description form or in this job interview.

Whenever, in the view of the incumbent staff member or the supervisor, the duties and responsibilities of a position have changed significantly, the incumbent staff member may request a review. Such a review, however, may not be requested more than once a year.

Incumbent: Revises current job description and submits it to his or her supervisor for approval.

Supervisor: Approves job description or works with incumbent to create a satisfactory job description and submits it to the next appropriate administrative level.

Salary increases that result from a classification will become effective as of the date the job description was received by the Library Personnel Office.

APPEAL PROCESS

If the requested classification is not approved by the Committee, the incumbent or supervisor may appeal the Committee's decision, using the following appeal procedures.

Incumbent: Submits an appeal to the Chairperson of the Classification Evaluation Committee within thirty days after receipt of the Committee's decision. Prior to the submission of a formal appeal, however, the representative of the Library Personnel Office makes available upon request any pertinent documents, such as on-site visit reports. The appeal must be signed by the staff member and his/her supervisor and must include a statement of the reasons why the staff member believes that the Committee's original decision should be reconsidered.

Committee:

Meets with the incumbent or supervisor to discuss the position description, the written report of the on-site visit, and the material contained in the written appeal. An attempt will be made to clarify any possible misunderstandings regarding the position and to correct any inaccuracies in the written documents.

Reviews its original decision in the light of any new information submitted as a part of the appeal process or any new understandings gained as a result of meeting with the staff member. This review may include an additional on-site visit or a conference with the supervisor.

Informs the incumbent and supervisor in writing of its decision and includes a written explanation of how the decision was reached and the reasons for it. A copy of the Committee's decision, together with the reasons for it, will also be sent to the Dean.

Incumbent or Supervisor:

Submits a written statement to the Dean if he/she disagrees with the Committee's decision or with any of the reasons that the Committee has given in support of its decision. The statement should explain clearly the reasons for disagreement.

Dean:

Reviews all of the documents pertaining to the Committee's original decision and to the appeal, including the position description, the written report of any on-site visits, the appeal form, the written response prepared by the Committee to the appeal, and any supplementary or clarifying statement prepared by the incumbent or supervisor. The Dean's review may include conferences with the incumbent, the Committee, the supervisor, or others. Based on this review, the Dean will make a decision

on the position classification and will inform all parties in writing.

Incumbent or Supervisor: Schedules an interview with the Dean if he/she disagrees with the Dean's decision. At this meeting, reasons for disagreement should be presented clearly in support of a request for reconsideration of the decision.

ROUTINE REVIEWS

The Committee routinely reviews all positions that have not been reviewed during the past five years to determine whether or not the duties and responsibilities of these positions have changed sufficiently to warrant reclassification.

RELATED CLASSIFICATION ISSUES

The Classification Evaluation Committee is responsible for making recommendations to the Dean for revision of any aspect of the existing classification system.

The Classification Evaluation Committee is responsible for making recommendations regarding the distribution of information about the classification system and for insuring that all staff librarians are informed of its provisions.

UNIVERSITY OF MICHIGAN

POSITION: Head, Department of Communications and Public Relations

CLASSIFICATION: Sr. Associate Librarian

IMMEDIATE SUPERVISOR: Dean, University Library

DATE: February 15, 1993

The Department of Communications and Public Relations is responsible for communicating information about the library to the University's faculty, students, staff, and alumni as well as to the outside world. The head of the department directs programs in the areas of public information, media relations, publications and public relations materials production, marketing and user studies, events, and exhibits planning. Improved or creative marketing strategies are recommended to library administrators and to the Dean. The department head helps shape, define, and articulate the Library's image to its diverse constituent groups. Assistance is provided the Dean in the preparation of reports and proposals.

In addition to these responsibilities, the Head of Communications and Public Relations is responsible for identifying projects throughout the Library that can be supported by grants and for researching appropriate potential granting agencies, establishing and cultivating appropriate contacts with appropriate granting agencies and then coordinating the writing and submission of grant proposals.

DUTIES:

Publications, Material Productions, Writing **35%**

Serves as the lead editor for all appropriate publications.

Writes, edits and proofreads all news releases.

Selects designers, graphic artists, photographers, editors, and writers (both UM affiliated and freelancers) and direct their work.

Produces brochures, fact sheets, ads, public service announcements, invitations, flyers, exhibit materials and other library communications materials.

Writes, edits and publishes the Friends "Illuminator" twice a year (communicates to Friends and potential donors abut the Library, its collections, programs and development needs).

Produces the "Librarynewsletter" (in-house publication) once a week.

Designs and produces necessary materials to support special library programs such as MLK Day and National Library Week.

Performs other writing assignments as assigned (e.g., correspondence, project proposals, reports).

Grant Proposals **20%**

Identifies projects throughout the Library that are appropriate for grant support.

Submits query letters to grant-giving organizations.

Coordinates the grant writing process with participation of appropriate library staff.

Establishes deadlines and ensures that they are met.

Submits effective grant applications and query letters.

Marketing and Communication Strategies **10%**

Develops communications plans and creative strategies to promote visibility and awareness of the Library, its services, programs, and issues.

Determines marketing strategies to improve effectiveness of communicating to various target audiences.

Works with appropriate staff to conduct user studies that can be used to determine communication needs.

Conducts focus group studies to test new communications products.

Administrative Activities (Planning, Budget) **5%**

Structures workflow for department.

Prepares and monitors budget.

Plans calendar of projects, devises timelines, follows through to completion.

Supervises secretary.

Establishes yearly priorities for production of print materials.

Insures proper record keeping goes to Accounting for encumbered funds and that invoices, gift processing forms and records are up to date.

Oversees hiring and training of student assistants.

Public Information and Media Relations 5%

Responds to media calls. Develops contacts with journalists, places stories, arranges interviews.

Develops annual media calendar for all events and individual media plans for specific events.

Responds to inquiries from other libraries, professional associations, and campus units.

Oversees mailing list development for news releases and public service announcements.

Events 5%

Plans yearly events calendar with assistance from librarians such as the Head of the Special Collections Library, determining which events are appropriately funded by PR budget and calculating an events budget for each.

Researches background of suggested speakers, gathers biographical information, writes introduction to guest lecturers.

Plans design and production of invitations.

Oversees booking of hotel, transportation, and entertainment as well as photography and any other special arrangements.

Oversees planning of receptions.

Public Relations Counsel 5%

Provides consultation, writing, and graphic design assistance to all units in the Library.

Discusses new PR projects with cluster or unit heads and advises on best PR/marketing approach.

Refers library staff to on-campus art departments for production of library-specific materials.

Special Projects 5%

Provides PR/marketing support for programs, services or events that arise during the year (generally things not forseen at the beginning of the year).

Supports important yearly library events such as MLK Day and National Library Week with a PR plan and the production of materials.

Reports and Proposals for the Dean **10%**

Assists the Dean in gathering data for specific reports and proposals.

Drafts initial copies of reports and proposals.

QUALIFICATIONS:

REQUIRED: ALA-accredited MLS and masters or undergraduate degree in journalism, or other related field (e.g., public relations, communications), or one-year experience in public relations. Minimum of three years experience in an academic library. Excellent oral and written communication skills. Proven ability to work effectively and cooperatively with the staff and public.
DESIRED: Broad knowledge of library issues and journalistic practices. Demonstrated experience in writing and/or managing grants.

UNIVERSITY OF MICHIGAN

Position Description

Position Title: Coordinator, Graduate Library Information Technology

Unit: Graduate Library

Supervisor: Wendy P. Lougee, Head, Graduate Library

Position summary: The Librarian is responsible for coordinating electronic bibliographic and non-bibliographic services and collections in response to Graduate Library user information needs. These coordination responsibilities focus on planning, staff communication and staff development (vis-a-vis electronic resources), and technical development and support. In addition, however, direct user support--in conjunction with other librarians where appropriate--is expected. As Graduate Library selector, s/he is responsible for selection and management of a collection area and for direct user liaison and interaction in the relevant academic department.

Context:

Although this position began with a focus on traditional support for bibliographic searching, it has grown far beyond that. The Graduate Library provides access to a number of bibliographic and non-bibliographic electronic data sources of general campus interest and specifically for the humanities and social sciences. One important example of this is the UMLibText project, which allows analysis of literary and historical texts collected by the Graduate Library. UMLibText also provides a platform for other electronic texts and the oversight of this system requires development of appropriate search/display tools and knowledge of text encoding. The development of a server environment to support Census and other social science data is another example of resource development and oversight which serves a large user population. More recently, the Library system's initiative to create a facility to allow research and experimentation with various information technologies (e.g., data, text, other electronic media, information retrieval tools, etc.) will provide a visible platform for information technology instruction as well as a particular programmatic laboratory component for the School of Information and Library Studies. Development, coordination, and support activities for these types of services will be the primary responsibilities of the position.

The position will work with the Systems Office and the Coordinator for Public Services Technology Use to ensure that Graduate Library initiatives are coordinated with these offices. S/he also has responsibility for working closely with other GL managers to coordinate activities related to electronic services and collections provided through these units. Finally, this staff position serves a dual purpose of both a manager and facilitator of electronic services/collections as well as a librarian providing direct support to users and staff.

The scope of responsibilities for coordination of staff efforts vis-a-vis information technology covers all GL cluster units: Area Programs, Circulation Services (Circulation, Stacks Office, Buhr), Serials and Microform Services, Reference and Research Services (Reference, Documents, Information and Library Studies Library, Map Library, Social Work Library), Collection Development/Management Office, M-Link, and the Diversity Librarian.

Duties

Electronic Services (approximately 70%)

1. Program development: In conjunction with other GL managers and relevant GL staff, the librarian is responsible for planning for effective integration of electronic resources (text, data, and bibliographic) into the total Graduate Library service program, for development of policies regarding provision of services, for evaluation of services, and for interpretation of policies and procedures to staff and users. S/he bears responsibility for ensuring the coordination of GL staff activities in terms of information technology program development.

   The Librarian evaluates options for the provision of information resources (e.g., mainframe, workstation, CD-ROM access) including cost and user issues. S/he makes recommendations to the Head of the Graduate Library concerning these options.

   The librarian has overall management responsibility for GL's UMLibText program of full text collections.

2. Resource enhancement: The librarian assists the managers of the Graduate Library (including the Head of the Graduate Library) in identifying and developing programs in support of Graduate Library needs through grant applications and other means of acquiring resources internal and external to the campus.

3. External relations: The librarian serves as the Graduate Library's liaison with electronic resource vendors, as appropriate, to assure that special and continuing needs of the Graduate Library and its users are satisfied. S/he develops program statements to solicit gifts and cooperative ventures for electronic initiatives.

4. Hardware and software: The librarian develops hardware and software specifications for new products and services and provides technical support and advice to Graduate Library staff including the Head of the Graduate Library. S/he works closely with Systems staff and, when appropriate, Information Technology Division staff to develop and implement information technology services. S/he has coordinating responsibility for the resources in the GL's laboratory for information technology experimentation.

5. Administrative support: The librarian develops budget proposals which support Graduate Library electronic services and resources. S/he monitors expenditures for the online search budget and other GL electronic resource budgets and coordinates the work of support staff in maintenance of files and gathering and reporting of statistics.

6. Support of user needs: The librarian assists faculty and students in the use of electronic resources for their research and develops expertise in other staff to provide such support in relevant areas. Such assistance can range from the provision of a bibliographic database search to in-depth work with a faculty member on how a particular type of textual or data-related research could be conducted using available resources.

7. Support of Graduate Library staff needs: The librarian provides assistance to Graduate Library staff in the selection and use of bibliographic and non-bibliographic data and text files and of associated software in the social sciences and humanities. The librarian develops and oversees the implementation of a program of staff training, including the introduction of new resources as well as the instruction needed for ongoing development of staff.

8. User education: the librarian develops and implements (in conjunction with other GL staff) outreach and educational programs to make Graduate Library users aware of the information available in electronic format and to assist them in using these resources

effectively. S/he works directly with faculty to integrate these resources into the curriculum and research.

9. Staff Coordination/Supervision: Coordinates staff activities, in conjunction with unit supervisors, as they relate to electronic resource collections and services and provides feedback on staff activities to unit supervisors, as appropriate, for staff evaluations. As appropriate, oversees or supervises electronic project staff to ensure initiative resources are used effectively and goals are met. (Currently no staff are budgeted, but grants or new programs may include staff.)

10. Participates in the Graduate Library (Management) Council, representing electronic service and collection interests.

Selection (approximately 30%)

The librarian is responsible for the development and management of an area of the Graduate Library's collections. S/he serves as the Library's primary contact for faculty and graduate students working in this subject area. The selector works with the Coordinator of Graduate Library Collections to develop goals for each of the functional areas of selection outlined below:

1. Collection Development: The selector is responsible for identifying new and retrospective additions to the collection--monographs, serials, microforms, electronic publications, and other formats as appropriate. S/he reviews approval plan materials, publishers' fliers, patron requests, gifts, and other sources of acquisitions.

2. User Liaison: Selectors are responsible for developing an ongoing working relationship with faculty members and graduate students in the department(s) related to their assigned area(s) of selection.

   S/he provides research consultations and online searching services and instructional support for the targetted user community.

3. Collection Management: The selector is responsible for managing the collections in areas relevant to his/her subject area. This involves maintenance of existing collections as well as working cooperatively with other librarians to establish priorities for processing incoming materials. Collection management responsibilities will also include developing and applying criteria for the designation of materials to be: preserved through filming or other processes; withdrawn from the collection (or cancelled in the case of ongoing subscriptions); added through gift or exchange; transferred to storage or other collections; updated, replaced, or duplicated; replaced by microform copy; or otherwise treated in accord with considerations of intellectual contribution, cost and space.

4. Fund Management: The selector is responsible for regular review of fund reports (weekly activity reports and monthly statements) as well as monitoring of continuing and non-continuing expenditures/encumbrances. S/he prepares reasoned requests for expensive purchases or other supplemental funding. S/he is responsible for recommending purchases on relevant trust funds, as appropriate. Identifies new needs and develops written rationale for major changes in fund allocation.

5. Professional Awareness: Participates in regular GL selector meetings and continuing education programs. The selector is responsible for maintaining awareness of professional literature as well as research and publications activity in subject area.

Qualifications

Required:

1. Masters in Library or Information Science from ALA accredited institution.

2. Minimum of 4 years experience in a research library, including reference and selection.

3. Demonstrated oral and written communication skills.

4. Demonstrated experience with the development of and services related to electronic information resources, including bibliographic and non-bibliographic data and text resources and supporting hardware and software.

5. Demonstrated experience with multiple workstation platforms for storage, access, and manipulation of information, including UNIX, PC-based, and Macintosh systems.

6. Demonstrated ability to develop information technology programs, including technical and budgetary components.

7. Demonstrated experience with development and use of networks, including LAN and wide area networks (including TCP/IP).

8. Demonstrated experience with distributed, client-server computing environments.

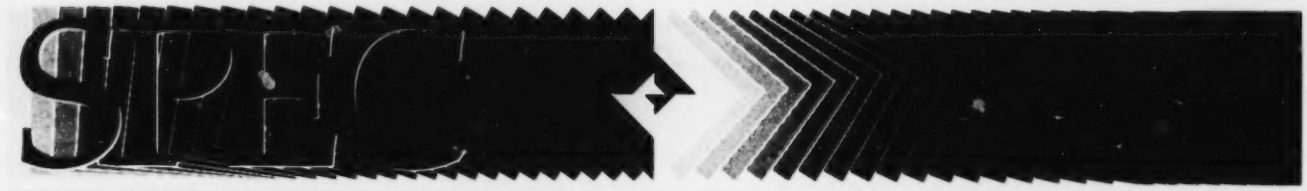
Desirable:

1. Demonstrated knowledge of and experience with collection management, including collection assessment and preservation issues.

2. Graduate degree, graduate coursework or substantial experience in humanities or social science discipline.

3. Working knowledge of one or more Western European languages.

7/14/92



SYSTEMS AND PROCEDURES EXCHANGE CENTER

SELECTED READINGS

ASSOCIATION OF RESEARCH LIBRARIES OFFICE OF MANAGEMENT SERVICES

Selected Readings

Dewey, Barbara I. *Library Jobs: How to Fill Them, How to Find Them*. Phoenix, AZ: Oryx Press, 1987.

Guy, Jeniece. "Writing a Job Description." In *The Whole Library Handbook*, compiled by George M. Eberhart, pp. 46-48. Chicago, IL: American Library Association, 1991.

United States Department of Justice Equal Employment Opportunity Commission. *Americans with Disabilities Act Handbook*. Washington, DC: GPO, 1992.

United States Department of Justice Equal Employment Opportunity Commission. *The Americans with Disabilities Act: Your Responsibilities as an Employer*. Washington, DC: GPO, 1991.

White, Herbert S. *Library Personnel Management*. White Plains, NY: Knowledge Industry Publications, 1985.